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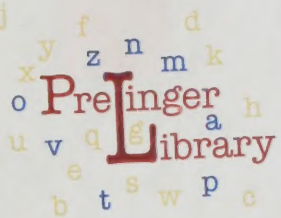
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Advertising & Selling

JUNE 26, 1920

The Chicago Tribune's 1920 Book of Facts

is now being distributed free of charge to selling organizations which request it on business stationery.

Thousands of people who wanted copies of the 1919 BOOK OF FACTS did not get them because the supply was so quickly exhausted. The same thing was true of "Tangible Circulation," published by The Tribune later in 1919. Both these books revised and brought up to date are combined in the 1920 BOOK OF FACTS, together with much new material.

This unique publication, 68 pages packed tight with maps, charts and statistical tables, is an invaluable reference work for agencies, advertisers, and prospective advertisers.

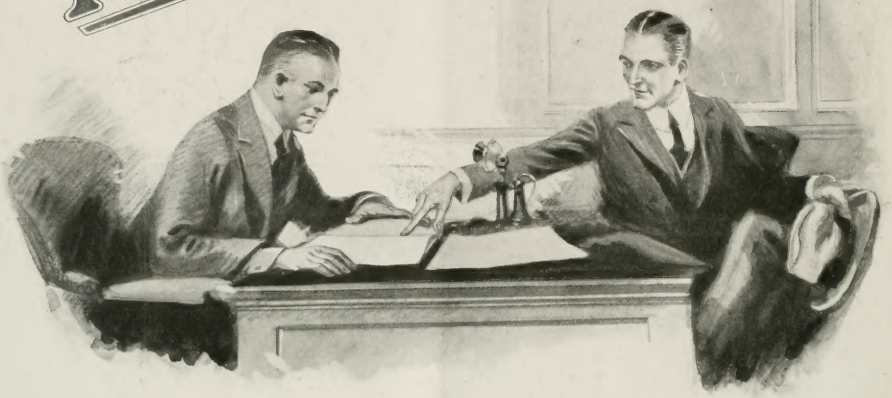
Write immediately to one of the following offices.

The Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER

Tribune Bldg., Chicago
406 Haas Bldg., Los Angeles
512 Fifth Ave., New York
125 Pall Mall, London, S. W. 1.

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Foldwell TRADE MARK



"Just See How It Holds at The Stitches"

"When that catalog was planned we took into account what many advertisers overlook—the strain on the center page fold. Foldwell was chosen to withstand that strain. Examine it. Not a sign of a crack there—nor on the cover."

"Open and close it all you please. The strain will not loosen the cover *and no pages will fall out.* The stitches will bend before the paper breaks between the holes."

The printer's confidence in Foldwell is well placed. For Foldwell's rag base and extra strong fibres insure it against cracking or breaking.

By using Foldwell in your catalogs you, too, can be certain that your sales messages and illustrations will do every bit of work you intend them to do. For Foldwell catalogs, though severely handled and repeatedly thumbed back and forth, always come up smiling.

Our booklet, "The High Cost of Taking a Chance," on request.

CHICAGO PAPER COMPANY, Manufacturers, 827 Wells St., Chicago, Ill.

NATIONALLY DISTRIBUTED BY

Lasher & Lathrop, Inc.,
29-33 Lafayette St., New York City.
Whitehead & Alliger Co.,
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John Carter & Company, Inc.,
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Alling & Cory, Rochester, N. Y.
Alling & Cory, Buffalo, N. Y.
Alling & Cory, Pittsburgh, Pa.
D. L. Ward & Co.,
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Phelps & Lasher, Bridgeport, Conn.
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700 S. Fourth St., Minneapolis, Minn.
McCllellan Paper Company,
Duluth, Minn.
Acme Paper Company,
115 S. Eight St., St. Louis, Mo.
Carpenter Paper Company,
106 Seventh St., Viaduct,
Des Moines, Iowa.
Cincinnati Cordage & Paper Co.,
Cincinnati, Ohio.
Spokane Paper & Stationery Co.,
Spokane, Washington.
Tacoma Paper & Stationery Co.,
Tacoma, Washington.
Carpenter Paper Company,
Ninth and Harney Sts., Omaha, Neb.
Kansas City Paper House,
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Carpenter Paper Company,
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Commerce Paper Co., Toledo, Ohio.
Commerce Paper Company,
Columbus, Ohio.
St. Paul Paper Co., St. Paul, Minn.
Allman-Christiansen Paper Co.,
131 Michigan St., Milwaukee, Wis.
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535 E. Third St., Dayton, Ohio.
John Martin aPper Co., Ltd.,
Winnipeg and Calgary, Canada.
Chope Stevens Paper Co.,
Detroit, Michigan.
Blake, Moffit & Towne,
242 S. Los Angeles St.,
Los Angeles, California.
Blake, Moffitt & Towne,
45 First St., San Francisco, Calif.
Blake, McFall Company,
Portland, Oregon.
American Paper Company,
Seattle, Washington.

311350
Bound
Periodical

Highly Concentrated City Circulation In New Orleans

The leading commercial center of the South—the second port of the U. S. A cosmopolitan city—a highly active buying and selling market—responsive to advertising.

Suburban New Orleans is too limited—too scattered to reach economically. Concentrate on city circulation—advertise in the States. You will get more profitable returns at a lower cost.

Want more information?
We'll gladly furnish it.

WRITE H. Ling
ADVERTISING DIRECTOR

New Orleans STATES

EVENING SUNDAY

ADVERTISING & SELLING, JUNE 26, 1920
30th year. No. 1. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1870. Price, 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City

Biggest–

It is the biggest store it the world!

—more than a hundred times as big as Marshall Field's!

—and nearly two hundred fifty times as big as Gimbel's in New York!

—and nearly three hundred fifty times as big as Filene's in Boston!

—and five hundred times as big as the Emporium of San Francisco!

It covers more than 6250 acres of floor spa ϵ!

It employs more than eight hundred thousand men and women!

It serves a hundred million people!

The Dry Goods Economist Store!

. . . . . .

The Dry Goods Economist Store is made up of nearly ten thousand stores.

The biggest and best of America's Dry Goods and Department stores.

They are the BIG Merchandising powers in nearly three thousand cities and towns.

They do a business of more than five billion dollars a year!

* 97%

of Dry Goods and allied lines are sold on the recommendation of the Retail Merchant

In the eyes of the Consumer he is responsible

* Figured by Research

Do you really know the DRY GOODS ECONOMIST?

DRY GOODS ECONOMIST
239 West 39th St.
New York

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891
J. M. Hopkins, President; H. B. Williams, Vice President; William B. Curtis, Treasurer;
ADVERTISING & SELLING CO., Inc., 471 Fourth Avenue, New York, N. Y. Telephone, Madison Square 1765
M. F. Duhamel, Managing Editor; Ralph B. Smith, Associate Editor; George Roosevelt, News Editor.
30th Year JUNE 26, 1920 Number 1

Including the Rest of the World In Your Program of Marketing

The Strikingly Effective Methods Employed with Success by the United States Steel Products Company in Its Up-Building of Markets Abroad

By JOHN L. BINDA

IT seems to be the tendency of writers on foreign trade to belittle the methods of the American exporter and to admire the accomplishments of the foreign merchant, meanwhile overlooking the fact that to have increased our exports of manufactured goods from $4,000,000 in 1905 to $776,000,000 in 1913, and to the enormous figure of $2,564,000,000 in 1919, was no mean feat. An increase of six hundred per cent in fourteen years is in itself conclusive evidence that foreigners found it practical, convenient and satisfactory to buy American goods. Our tremendous progress is the envy of all progressive countries and our methods of trade expansion are being closely imitated by them in their efforts to capture some of this lucrative business.

Certain examples of American enterprise in foreign fields have few parellels in the history of the world's trade and this article and those that may follow will endeavor to show what some American organizations have done toward spreading products of American manufacture to every corner of the globe, and the methods followed by these companies in developing the markets.

AMERICAN "SIGNS OF TRADE"

No matter to what far away land the traveler may wander the chances are that he will see the red "S" of the Singer Sewing Machine Company. In the language of many countries there is no such word as "sewing machine" and the name "Singer" has been incorporated into the vocabulary to take its place. This has made it impossible for the German manufacturers of sewing machines to make much progress in these countries in spite of the immense amount of money employed in advertising the German product.

The tin cases of the Standard Oil Company are known everywhere. In many places whole villages are built from these and practically every utensil used in the kitchen is made from the tin. I never can forget the coal-oil flavor of the apples we had at Salonica. They had been shipped from Servia in these cases and very little care was taken in trying to eliminate the odor.

Our annual export of agricultural machinery amounts to over $40,000,000 and this has been maintained in the face of serious foreign competition. Possibly in no other line of export has so much care been devoted to the study of the foreign field. Agricultural machinery manufacturers not only have used the most modern methods of selling and distributing their product, but have created new sales opportunities by studying and building machinery minutely suited to widely different needs. This has been more than an export business, for it has increased agricultural productivity throughout the world.

Not many years ago it was nearly impossible to buy a ready-made shoe abroad. In spite of the seemingly unsurmountable tariff obstacles, American manufacturers have developed the sale of ready-made shoes to such an extent in foreign countries that the made-to-order product has practically disappeared. Last year we sold abroad 21,354,537 pairs of shoes having a value of $74,836,177. This result was obtained by supplying a good quality, selling it at a uniform price and by proper advertising.

AMERICAN TYPEWRITERS LEAD ALL

The chances are that the letter you received this morning from Rangoon, Buenos Aires, Cape Town or Pekin was written on an American typewriter for this is the only kind that a foreigner will use. American meat packers not only have developed a tremendous export business, but have helped to develop the resources of many countries. The riches brought to Argentina by the development of the meat industry under American supervision is a striking example.

The American automobile is proud of its record in foreign fields and its service during the late war was not equalled by any foreign make. No land is too distant, no road too difficult for it to travel; a wonderful

Selling Steel to the World

IT should be a matter of deep interest to American manufacturers to study, at close range, the methods employed by some of our great industries in "putting across" their products to the world markets.

John L. Binda, consultant, of the American Foreign Trade Council, herewith offers the first of a series of articles which will follow this line of instructive advertising and selling, writing.

Other articles to come will discuss many phases of foreign trade problems, constructively and comprehensively, with first hand knowledge to support every statement.—THE EDITOR.

Proving American Efficiency Yields Oil Trade in Spain

THE president of a New York concern which produces a lubricating oil, some time ago determined to investigate the possibilities for sales of his product in Spain. He sent a representative to Spain to make a preliminary investigation. This representative approached a cotton spinner, who advised him that his seven-thousand spindle mill was lubricated with the best oil in the world—pure olive oil. The American hand never heard of the use of olive oil as a lubricant and did not know anything of its lubricating qualities. He sent samples of it to New York where it was studied most carefully, with the resultant showing that much more power was required to drive machinery lubricated with olive oil, than with the product of the American concern.

As a result of this investigation, negotiations were opened with the Spanish mill owner for a demonstration in his own plant. The mill was shut down, thoroughly cleaned and then started with the machinery lubricated with the American oil. The Americans proved to the Spaniard that by using their oil he could drive fourteen thousand spindles with the same power which he had been required to develop for seven thousand spindles lubricated with olive oil. The result of this demonstration was to secure for the American concern all the oil business in Spain which it cared to take.

example of American ingenuity, skill and progress.

That so many American manufacturers have succeeded in building up a large foreign trade in face of serious European competition, carrying their goods all over the world, should be an example to others. It shows what has been made possible by perseverence in overcoming great obstacles.

UNITED STATES STEEL CORPORATION

One of the first concerns to consider foreign markets as primary markets and not merely a secondary outlet at dull times was the United States Steel Corporation, which, through its selling organization, the United States Steel Products Company, does probably the largest foreign trade of any single company. This corporation owes its great development in foreign fields to the genius of its president, James A. Farrell, the dean of American foreign trade and probably the greatest authority on the world's markets in the United States. Since 1889, when he became sales manager of the Pittsburgh Wire Company, Mr. Farrell has been a firm believer in the great possibilities of American iron and steel products in foreign markets. When the United States Steel Corporation was formed he insisted that an exhaustive study be made of the requirements abroad and of the best methods to fill these requirements. The result was that in October, 1903, the United States Steel Products Company was founded for the purpose of extending the foreign business of the various subsidiary companies of the Steel Corporation and to concentrate the operation and management of it into one company with a view of deriving the economic advantages that go with such a centralized organization. Mr. Farrell became the first president of the new company.

At the time of the formation of the company, some subsidiaries had various offices. In London, for example, there were seven different companies with seven different offices and the cost of doing business abroad was very high. These offices were all consolidated into one and a general catalogue embracing all the different lines handled by the various companies was compiled, printed in various languages and sent to the various branches. This catalogue is reprinted from time to time as the need arises.

CONFORMING PRODUCTS TO NEEDS

After making a study of the markets of the world the United States Steel Products Company saw the necessity of having the materials manufactured in accordance with the requirements of the markets. This required enormous expenditures in order to change over the mills, an operation which would have been impossible for concerns making one or two lines of goods; and to concentrate products in certain mills so that some of them would be operating entirely on foreign business. There are many articles exclusively suitable for export such as varnished wire, sold largely in Uruguay, Paraguay and Argentina, and used in place of galvanized wire; special grades of fencing heavily coated with spelter, sent to the tropical countries where there is a great deal of moisture; a large variety of wire nails not used in this country at all, such as oval nails with various kinds of heads known as "rose nails" and "bung heads," sold in Western Australia.

The progress in foreign fields was made only in the face of very active and serious competition for when the United States Steel Products Company was first organized it found practically all the foreign markets preempted by foreign manufacturers and merchants and it was a very difficult matter to enter those markets where European manufacturers had been established for many years. Not only was there a prejudice on the part of the community against the newscomer, but hostility in most cases. In order to obtain a foothold in these markets it was necessary to sell below the price of the concerns already established in the market who had their customers, native salesmen and all the advantages that go with a long occupation of a business in any foreign country.

MEETING LOCAL CONDITIONS

The corporation believes in doing business in every market of the world in accordance with the customs existing in the market. Sales are made in the weights and measures and in the moneys current in the market in which business is being done. Frequently the company is obliged to purchase in the open market various kinds of merchandise that are more or less collateral with the lines it is selling, to go with their own products. If a lot of sheet steel piling is sold to a firm in India and the customer needs a pile driver the Steel Products Company will buy one and send it along with the order so that the work may be accomplished.

Careful attention always is given to the idiocyncrasies of the purchaser. For example, it is impossible to sell in Java the oval type of wire nail used in Australia and so a special type which follows the old cut nail is sold. The Javanese thinks this drives easier than the one sold in Australia while, on the other hand, the Australian will buy only the oval type.

In Bombay the native does most of his buying in the bazaars and it

(*Continued on page 24*)

Endowing "Jimmy Pipe" With A Personality --Advertising Can Do It

It Only Requires the Proper Appeal to Make "Our No. 23467" Heir to the Pipe Romance of the Ages and a Vastly Better-Known Product

By RALPH BEVIN SMITH

AWAY BACK in 1276 A. D., more than three centuries before Sir Walter Raleigh made tobacco the white man's solace, a Spanish writer penned these words: "Whoever smokes sweet lavendar feels active, ardent and vigorous."

Now, although it wasn't specifically meant so, that is pretty fair copy for sweet lavendar advertising considering the state that advertising must have been in at that period if, as Dean Johnson told the A. A. C. of W. convention, at Indianapolis, it is "hardly out of its swaddling clothes to-day."

The significant thing about this dark-age event, however, is that it shows a smoking mixture being boosted while the article in which it was smoked is entirely neglected. That article, historians surmise, was a pipe.

PIPES IN CÆSAR'S TIME

There were pipes ages before the gallant and obliging Sir Walter laid his cloak on the pavement to please a queen and his head on the block to satisfy a king. Fine pipes have been dug up in the old Roman settlements of Spain in which, it is assumed, the Roman legionaries puffed that self-same sweet lavendar.

Because of the absence of ancient day pipe copy we must assume a whole lot of things about ancient day pipes just as, because of the shortcomings of modern day pipe advertising, we must assume a whole lot of things about modern day pipes—which lets our Ethiopian subject out of the woodpile of verbiage.

We have with us to-day, etc., who will speak on the subject of modern pipe advertising; and that ribald person in the top gallery who shouted: "Yah, the only modern pipe advertising is modern tobacco advertising," will be answered in good time.

Not long ago a writer on this subject in *Tobacco*, the trade paper of the tobacco industry, said:

> Check up the fellows you know who are pipe smokers. Now, take a census of the kind of pipes they carry. Are they for the most part nameless, or do you recognize among them the brands of well-known briars. My own opinion, based on experience and observation, is that a man gives no more thought to the selection of his tobacco—perhaps not so much.
>
> Why? Well, the question is not easy to answer offhand. But it would be no distortion of the truth to say that the lack of good pipe advertising is largely to blame for this condition. The fact is that the best advertising of pipes is not done by pipe manufacturers at all, but by advertisers of pipe tobacco. From this assertion I fancy the pipemaker will strongly dissent. No matter. The weight of evidence is overwhelmingly in favor of it. Ask the man in the street, for instance, to name offhand a brand of tobacco, and the chances are he'll rattle off three or four nationally-known brands without hesitating. Now, ask him to mention a good briar, and he is apt to pause, name B. B. B. (or is it B. V. D.?), Wellington, or Chesterfield or else be stumped for the moment. And yet if pipe advertising was as good as they, the producers, like to think it is, the various brands of advertised pipes would be just as familiar to us as those of the better-known pipe tobaccos, cigar and cigarettes.
>
> No pipe advertiser has given us yet a figure so human and kindly and lovable as Velvet Joe, who seems in his homely way to sum up the philosophy of pipe smoking. No pipe advertising, in my opinion, has the knowing, friendly and persuasive quality that Edgeworth has; and no pipe talk, perhaps, has converted or reconverted us to the joys of pipe smoking—to the solace of corncob, briar and slippered ease—like Prince Albert.

NEED OF BETTER PIPE ADVERTISING

I once knew a newspaperman who was a regular pipe enthusiast. He could recite the names of the better-known pipes and tell you how they were made, their advantages and their shortcomings. His favorite briar was the Loewe—the find of an overseas trip—whose virtues he used to extol with all the fervency and zeal of a tyro golfer describing a favorite stroke. But candor compels me to admit that he was a rare bird. The truth is that, when men gather in the lounge, smoking car, or after lunch, they will talk tobacco brands and mixtures till the cows come home, but nary a mother's son of them will say as much or a quarter as much about the pipe he smokes. And for this anomalous state of things the pipe manufacturer, I affirm, is altogether to blame. He has allowed the tobacco advertiser to put too much emphasis on the weed and not enough on the pipe.

A Prince Albert or an Edgeworth among pipes—that is a consummation worth while. And it can be done if the subject is handled sympathetically and in the right spirit. "Pal-pipe"—what an excellent name for a C. P. F. or a Welling-



This is the type of W. D. C. copy employed in college publications.

ton. There was touch of genius in the calling of a peculiarly shaped clay pipe, the "Brasennose," which suggests the cloistered halls, tree-lined walks and brown-backed books of Oxford. It's the personal touch of "Jimmy pipe," not "our No. 23,467," that's going eventually to popularize the pipe and bring it back to the first position it once held among smokers.

When it is realized that, while the production of smoking tobacco has increased 8½-fold since 1860, that of cigars and cigarettes has grown no less than 35-fold in the same period, the urgent need of reform in pipe advertising copy becomes all the more apparent.

WHAT PIPE ADVERTISERS SAY

What have the pipe manufacturers to say to this—what is the answer of the men interested in the problem of adequately advertising long lines of pipes that run from meerschaum to "Missouri meerschaum"?

In the first place, they take issue with the intimation of the writer that pipe talk should convert or reconvert its readers to the joys of pipe smoking—"to the solace of corncob, briar and slippered ease."

"The tobacco advertisers," they declare, "are carrying on the education of the smoker in the peculiar joys of pipe smoking by campaigns that must make our efforts along these lines seem puny and futile. They have relieved us of that burden and, because they must advertise pipes in general to advertise their brands of tobacco in particular, we can, without being accused of 'laying down on the job' leave this field to them. Our task is to advertise pipes in particular—B. B. B. pipes, W. D. C. pipes, Chesterfield pipes."



One of the displays employed in the general publications.

Then comes mention of another problem which they say the critic of *Tobacco* has overlooked.

Every pipe manufacturer has other grades of pipes in his line than pipes for such connoisseurs as the man who used to extol his pipe's virtues "with all the fervency and zeal of a tyro golfer describing a favorite stroke." A given quantity of imported briar root will contain only a limited number of pieces suitable for really fine pipes. The others will all make good pipes. They will be genuine French briar, well executed and excellent value for the price, but they will not be so minutely selected or finished as the more expensive grades.

KEEPING THE BALANCE EVEN

"So, you see," one advertiser said to me, "a decent balance must be observed to keep the results of advertising apace with manufacturing ratio. We could easily oversell the factory ten-fold on fine pipes, but we must not fail to keep the regular output swinging at the same rate. For every fine pipe we sell, we must sell a certain number of these less expensive pipes."

A typical pipe campaign now appearing in national and local media is that of William Demuth & Company, of New York, makers of W. D. C. pipes. Demuth advertising, which is being placed by Snodgrass & Gaynes, New York, has been in action for just five years. In that period the sales of the company have increased three-fold while gross receipts—remember the jump in pipe prices since 1914—have increased four-fold. That ought to say something for the success of Demuth advertising.

The whole aim of this advertising, phrased in the words of the company's agents, is "to convince smokers that Demuth pipes are the best in the world for the price" and there is not a little effort expended in combating the delusion that he English import has "something on" the good old American "Jimmy Pipe."

When this advertiser thinks of of "smokers" he thinks of four classes of smokers. One is made up of the plain, ordinary, average male smoker and includes the other three classes; the second is composed of farmers; the third rounds up the sportsmen; and the young college man fills the third.

THE GEOGRAPHY OF STYLE

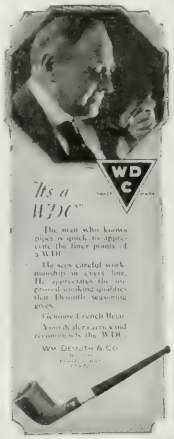
Advertising goes to the smoker in general through the national periodicals that men read, both weekly and monthly. The farmer is reached, though on a slender schedule at present, through his farm papers, the sportsman through the sports and outdoor magazines and the college men through college papers.

At the same time, this advertising goes into the newspapers in the form of intensive campaigns in selected territories, particularly in rural territories where there is an excellent market for the canny advertiser who manages to get in on the ground floor. Incidentally, it may be of interest to those who know only a pipe or two of their own but do not know "pipes" as a trade commodity to learn that different territories play different favorites in pipe styles. The "poker" pipe" of New York would be a "dead one" on the levees of New Orleans, while the slender "English" pipe of New England would never leave the dealers' trays in the towns along the Missouri.

(*Continued on page* 34)



For Farm Magazines this kind of copy proves effective.



Another striking bit of copy from the general magazines.

Solving the Problem of the Branch Manager

Your Successful Operation of the Branch Is Likely to Hinge Upon the Sound Business Ability of an Individual and His Proprietary Interest

By RICHARD WALSH

ONE of the most disappointing innovations which many business houses have ever experienced is the branch. Among many experienced manufacturers, the distributing branch has become a sad, ghastly joke. There probably is nothing which figures out better on paper but worse in actual practice than the distributing branch.

Over and over, manufacturers have carefully made their plans and gone into the establishment of branches, only to find that while their plan, in the main, works out satisfactorily, there is always coming up some little thing which wipes all the potential profits for the year, right off the slate. The particular reason for manufacturers going on year after year accepting these losses and annoyances is pretty much due to the fact that the paper profits can always be figured in such a rosy manner that the temptation is to stay with it.

On top of that, when a house has three or four branches, it is generally found that one or two of them will show a nice profit and that again encourages the house to carry the others, realizing that only temporary conditions which they know how to overcome will be removed and the branches which have been showing a loss will be made to show profits.

HARD TO TURN UP PROFITS

Now, the above is the common experience with most manufacturers who have gone into the establishment of distributing branches. We are not interested here in recounting failures, however.

What we do want to do is merely to establish the ground on which we are working, which is that the average manufacturer, especially in the beginning, finds his branches more bother and trouble and loss than anything else. Maybe he lets them continue at a loss for a few years and then cleans them all out and charges the difference to experience. On the other hand, he may make up his mind that the idea is primarily sound, which it is, and conclude to stay with it and make it turn out a profit.

If he chooses the latter course, he will either go through in a bull-headed manner or else he will sit calmly back and try to analyze the reason for the average failure and see if he cannot lay his hand on the point where success or failure depend. And then, with the solution before him, he goes ahead to apply the remedy.

This later method is the one adopted by a manufacturer who now operates three profitable distributing branches. For four years two of them showed a loss every year while the third showed a reasonable profit. The losses showed by the two of them were always due to minor incidents which were so obviously errors in judgment that they would hardly happen twice. But, on the other hand, there didn't seem to be any end to the new variety of mistakes in judgment which could be produced.

SOME ENLIGHTENING DISCOVERIES

Summing up the strong and weak points of his various branches, this manufacturer discovered the following: His merchandise plainly was suited to all the markets, because getting business was not the real problem. His prices were in line. He was amply provided with the necessary capital to enable each branch to operate with sufficient stock and sufficient capital to carry the necessary accounts. Inasmuch as there are really only three fundamental points to any business, namely, men, money and merchandise, by the natural process of elimination, if he was alright so far as merchandise and money were concerned, then, plainly, the reason for his difficulties lay in the first consideration—men.

From the moment he came to realize that point, his branch difficulties began to lessen because he had the "disease by the tail, coming down hill." In short, he was barking up the right tree—not the wrong one.

When you analyze the branch situation, you find this—the man who can successfully operate a branch is primarily a successful, aggressive business man. He must have all the qualifications which would enable him to succeed in business for himself. Such men are hard to keep on the payroll because, if they are real branch managing material, they are just the sort who jump out and start a business of their own. That means that the ordinary man who can be put in charge of a branch is somewhat lacking in either the confidence or the ability which permits him to go out and run his own business, and for just that reason he slips up when he is called upon to run a business for another man. When a branch shows a loss, and these branch losses are usually due to special things that come up unexpectedly, it can generally be traced down to lack of judgment or foresight or ability in some little crisis, and it can usually be traced right down to the fact that the manager failed to come up to the occasion. The same element of weakness which keeps him from running his own business has come to the front and shown up in this emergency.

MORE THAN A SALARY NEEDED

Which brings us down to this—to successfully conduct a branch, a manufacture must have in charge of that branch a man just as good as possible—and at any rate a man good enough to conduct the business successfully. A branch cannot be run, in the final analysis, by the home office. It must be conducted by the man on the ground and that man must be able to come up to emergencies.

Now, there is only one way to get those men and that is by paying them enough in money and business satisfaction to make it possible to keep them on the payroll as branch managers. But in working out their plan of remuneration, something more than straight salary is needed because the type of man who is fitted to successfully operate and develop a branch is the type that will become restless under a straight salary.

So this particular manufacturer has worked out his plan on the following basis:

Each distributing branch is organized as a separate jobbing house and all merchandise shipped to it is billed at the regular dealer list price, less the regular jobbing discount. The branch manager does his own ordering and keeps his own books,

How The Advertising Man Looks to Some Persons



Artist Stanley, of Advertising & Selling Staff, Observes He is Somewhat Like a Human Being

against a duplicate set kept in the home office.

To be successful in the management of his branch, he must conduct the business at an expense inside of his gross jobbing discount. Part of the expenses of that branch is his salary as manager, just as, if he were owner of the business, he would take out and charge a certain amount as salary. That salary is made large enough to liberally compensate a man strong enough to do that work.

But the arrangement which keeps a good manager interested and working hard is the annual settlement plan. At the end of each financial year, when the inventory is taken, the manager shares in profits as follows: The company has allowed him the same margin of profit it would give any other jobber. In this case it happens to be ten per cent off the list. If the manager has been able to conduct his branch throughout the year on eight per cent, that leaves two per cent in the clear. Assuming that his gross volume of business was $500,000, that two per cent shows a profit of $10,000, the difference between actual running expenses and the amount allowed by the home office.

This $10,000, or whatever the sum may be in any year, is divided between the company and the branch manager. This makes him just as much interested in the business as though it were a separate and independent jobbing business of which he were the sole owner. The only difference between this branch and owning a business of his own is that in one case the business is financed by the company and in the later by the individual. But the incentive to work hard and make a good showing is just as keen in the case of the manager of this branch as it is in the case of a man who owns his own business. This enables the company to get the right kind of men as managers. It gives them men who are capable of running a business of their own. Short of that, it would not pay them to tie up their capital, placing it in the hands of men not fit to run a business.

While it has been suggested that an arrangement of this kind is one which is overly liberal to the managers as, without having any money invested, it enables them often to make very large earnings, the other side of the matter is that it permits the owners of the factory to have really profitable branches which are in the hands of men who know business and know how to conduct a business.

The real answer lies in the results to the capital invested. No matter what salary a manager is paid or be permited to earn, it is a profitable investment if that man can show the owners a fair return on the capital invested. On the other hand, any salary, no matter how small, is too high if paid to a man who cannot show the company a profit.

In conclusion, the great problem in the conduct of branches lies in the ability to find men who can operate branches just as they would operate their own business, and, what is most important, make a success of the conduct of that business. Successful business men who are capable of running a business at a profit are scarce, especially when it is a question of finding them and employing them. Once found, they can well be paid the maximum, letting their earning capacity be entirely a matter of their ability to produce profits to the company and conduct a business which is safe and sound and a credit to the parent company.

The Anderson Rides out of the South on the Success of Its National Campaign

How a Wide-Awake Motor Car Company Saw the Psychological Moment, Seized It and Is Now Cashing In, With Remarkable Success, On Its Advertising

By WARD GEDNEY

WAY DOWN SOUTH in the land of cotton" is a motor car company which, by the aid of an unstinted, well-considered national advertising campaign, has leaped, almost over night, from the position of a local to that of a national figure.

Thirty years ago, the Anderson Company of Rock Hill, South Carolina, had a reputation for carriage manufacturing that extended far and wide throughout the old slave states. The South knew Anderson buggies as the highest grade buggies that could be built. It swore by Anderson's superfine coach work. The bent of the firm mind was toward high grade, quality production and it was upon such production that its success was founded.

Therefore, it was only natural that, when the day of the motor car came around and wagon makers emerged from their chrysalis as automobile manufacturers, the Anderson Company should concentrate its efforts on the production of high grade passenger cars. The evolution of the Anderson Six was a logical development.

"BEFO' THE WA'"

Anderson cars began to be sold and advertised — desultorily — throughout the South. The Anderson Six is one of the few automobiles turned out on that side of Mason and Dixon's line. Even before the war—quite a long while before the war—there were Andersons on the streets of every Southern town of any size. The company was very well satisfied. It did not, at the moment, contemplate any field beyond the old field, and it was covering that field with a high degree of success.

Then came the war. "Befo' the wa'" now means before the World War in the South, not, as formerly, before the split of '61. The change is a symbol of the new South—that old South which suddenly grew young again when it girded up its loins for a great industrial boom but a few years back.

Immediately following the cessation of hostilities the greatly increased demand for motor cars suddenly impressed it upon the Anderson Motor Company that here was the opportunity to make its product a national one. More than one manufacturer in America won new vision out of the war. The Anderson Company was among the number.

The Anderson Company was among a smaller number—smaller because the decision required more than the average amount of farsightedness—that decided that here, at this psychological moment, was the time to stage an advertising campaign that would make the extension of business over a national field a permanent, not a temporary achievement. It was not so hard, the firm members figured it, to drift with the flood tide of post-war business out of the old back-eddies into the broad expanse of national trade; but it was going to be quite a different proposition to stay out there when the ebb began.

A NATIONAL CAMPAIGN

The Anderson Company, with other manufacturers, facing labor and material problems of unusual magnitude, was not prepared to cash in immediately on the increased demand, but that fact did not interfere with the determination of its executives or shorten their vision. They were building, as they clearly reasoned, for the future.

Before 1919, Anderson advertising was confined to a few trade papers. Early in that year, an advertising agency—Dippy & Aitkin, of Philadelphia—was called in and a complete national campaign outlined. An appropriation consistent with the company's ambitions was placed at its disposal, the stage was cleared and the play began.

The opening gun, to change the metaphor, and come back to safe stock expressions, was a four-page, three-color insert in the national motoring publications followed by a full page in the *Saturday Evening Post* of July 19, last. Advertising in the national media continued through the year, reinforced by the use of local newspaper advertising to run over the dealer's signature, and backed by a strong direct-by-mail campaign.

The opening gun of the direct-by-mail campaign was a big color broadside, setting forth the multiple advantages in the direction of efficiency and comfort coming from ownership of an Anderson motor. Mailed broadcast to automobile dealers all over the country, it was written in language which would appeal to the dealer. It put Anderson selling points in the dealer's mouth in terse, pointed paragraphs. Emphasis was laid not on a generalized "it's good because it's good," but on the distinct Anderson features that contribute to what a copy writer calls elsewhere the keynote of the Anderson Six—"comfort, luxury, satisfaction—yielding service such as is found in the costliest cars." The one-time carriage maker did not forget to devote a paragraph to the thesis that "all of the Anderson experience, skill and appreciation of the finer elements of body building are embodied in the Six." An exhaustive list of specifications was included.

DIRECT-BY-MAIL

The Anderson Motor Company has six models to advertise, running in price from $1,775 for the five-passenger touring car and convertible roadster to $2,650 for the sedan. Its feature model is the unique Anderson convertible roadster, a car which, by an adjustment of the rear seat can be changed at a moment's notice from a comfortable five-passenger touring car to a chummy little two-seated roadster. This model has been played large in all the advertising as an attention fixer, copy on the other Anderson body styles being hung on to claim the reader's interest after it has been captured by the roadster.

The Anderson direct-by-mail campaign has been an unusually effective one. A real effort has been made to cover the dealer's interest from the dealer's point of view. The manufacturer's copy

writer has seen selling problems through the dealer's eyes. An interesting example of this is a tie-up between dealer and consumer effected by the use of a series of illustrated letters printed in offset to send out to a list of prospects in each city over the local dealer's name.

Each national advertisement, as it has appeared, has been merchandised to the dealer. At the same time, newspaper advertisements, prepared to run locally over the dealer's signature, have been sent out bound in a convenient portfolio form. Other pieces of direct-by-mail matter include a folder reproduction of the original four-page trade paper insert, a trick folder portraying, on the outside, the Anderson roadster, which, by lifting the folder flap becomes the roadster converted into a five-passenger touring car, a large three-color art folder, with Anderson selling points presented attractively and emphatically, brochures on each of the models, and a leather-bound portfolio showing the entire line, together with the various features—such as the built-in tool kit, attachable curtains which open with the door, etc. It is a noteworthy fact that this car is being sold on its accessory features as well as on its qualities.

LEADING WITH THE ROADSTER

The application of the well-considered campaign policy of "hitting the reader between the eyes" with the most distinctive Anderson product, and that best calculated to attract attention — the convertible roadster—is best exhibited in the little three-color folder sent out from the factory in a selling letter early in the campaign. The cover announced the "Anderson Patented Convertible Roadster." Upon opening the folder at the right-hand side, the reader is confronted by three retouched photographs of the roadster—as a roadster, as a touring car, and in phantom form, showing the folding of the rear seat which effects the conversion. These are bolstered up by two short paragraphs of copy on the advantages of a convertible car and the distinct advantages of an Anderson convertible car. Intrigued thus far, the reader completes the unfolding by opening the folder from the bottom and finds inside the story of the other models.

But is the reader—any reader—intrigued thus far—or at all—by this—or any other—or all—of the advertising, national, newspaper and direct-by-mail used in the Anderson campaign?

We have said some words of praise about that campaign and we have explained what it was intended to accomplish—but the proof of the pudding is in the eating of it.

What is the company's report?

CAMPAIGN RESULTS

"The results have far exceeded expectations," reads a letter before me. "An avalanche of dealer and consumer inquiries followed the opening of the campaign and have continued undiminished. When the advertising for this company started its distribution was confined almost entirely to the South. Its advertising, it is interesting to know, has been almost as productive of dealer inquiries as of actual consumer inquiries, and since the advertising has been continuing to appear the company has succeeded in establishing agencies over almost the entire country.

"The Anderson Motor Company has cashed in on its foresight. Beginning with January 1, 1920, the production went to over 30 cars a day, without succeeding in taking care of the heavy demand. Old dealers have been held in line and enthused. New dealers throughout the country have been closed."

In other words, the Anderson Motor Company has leapt overnight from a local to a national figure. It is determined that, if advertising will do it—and it is convinced that advertising will do it—it will keep the position that opportunity and far-sightedness have given it.

Collins, President of Periodical Publishers

Frederick L. Collins, of *McClure's Magazine*, was elected president of the Periodical Publishers' Association at the annual meeting held at the Yale Club, New York, last week.

P. S. Collins, Curtis Publishing Co., was chosen vice-president and chairman of the Publishers' Division; R. C. Wilson, *McCall's Magazine*, vice-president and chairman of the Advertising Division; J. B. Kelly, *Metropolitan*, vice-president and chairman of the Circulation Division; C. Henry Hathway, International Magazine Co., secretary; Thomas A. Barrett, Orange Judd Co., treasurer.

The retiring president, George E. Cook, remains a member of the executive committee for one year. Henry W. Newhall, of the *Modern Priscilla*, was elected a member of the executive committee from the membership at large.

Rotogravure Newspaper Association Planned

Under the direction of the Beckwith Special Agency, New York, steps are being taken to organize an association of newspapers carrying rotogravure sections. The organization, which is to be known as the A. R. P.—Associated Rotogravure Publishers, is being formed to further the use of rotogravure advertising and for the many other benefits which an association affords.

J. T. Beckwith and Al Seiffer are the directing forces of the new association. Mr. Seiffer has been with the Beckwith agency in the capacity of rotogravure specialist for nearly three years, and previously was with the Federal Advertising Agency. Within a few days Mr. Seiffer will enlist the cooperation of publishers outside of New York. The majority of newspapers in New York publishing rotogravure sections which have been approached are said to be enthusiastic about the plan, and active work, it is expected, will commence about September 1.

An important part of the comprehensive program which the association has mapped out for itself will be close cooperation with the agencies. It is planned to furnish to each agency every month revised lists of all newspapers publishing rotogravure sections, together with circulation of these papers, rates, closing dates, and names of special agencies representing the papers: Other service would be the publishing of news of possible rotogravure campaigns; advice of the possibilities in rotogravure from the printing angle, distribution of circulation and economic data; furnishing of papers now publishing rotogravure sections with suggestions which will improve these sections; giving "live tips" to special agencies and newspapers wherever a general rotogravure campaign is expected; educating agencies how to use rotogravure circulation and how to prepare the best possible rotogravure copy.

National Advertising Commission Officers Re-Elected

At the meeting of the National Advertising Commission held in Indianapolis simultaneously with the Convention of the Associated Advertising Clubs of the World, W. Frank McClure, of the Fort Dearborn Bank, Chicago, was reelected chairman, and Homer J. Buckley, of the Buckley-Dement Company, Chicago, was reelected vice chairman. The National Commission is made up of three representatives elected from each of the nineteen departments of advertising in the Associated Advertising Clubs of the World.

Classified Advertising Managers Organized

At a meeting of classified advertising managers in Indianapolis during the A. A. C. W. Convention the Association of Newspaper Classified Managers was organized and the following officers elected: L. J. Boughner, Chicago *Daily News*, president; Harry Gwaltney, Milwaukee *Journal*, first vice-president; C. W. Nax, St. Louis *Globe-Democrat*, second vice-president; G. W. Gunderson, St. Paul *Pioneer Press and Dispatch*, secretary-treasurer.

The officers and the following constitute the board of directors: L. J. Irwin, Des Moines *Register and Tribune*; W. E. McFarland, Chicago *Tribune*; William A. Mayborn, Cleveland *Press*; D. W. Lawson, Decatur *Review*; W. W. Murdock, Detroit *News*, and H. G. Barringer, Indianapolis *News*.

Nearly Everybody Worth While Reads

Cosmopolitan



Manager's Office

The Bellevue-Stratford

Philadelphia

June 10, 1920.

Mr. J. Mitchel Thorsen,
Cosmopolitan Magazine,
New York City.

Dear Sir:

You may be interested to know that, having occasion to make inquiry at our newsstand a few days ago as to the relative sale of the various magazines, for certain purposes, I found that the Cosmopolitan has a larger sale than any magazine handled by us.

Very truly yours,
J. P. O'Connor
Manager.

JPAO'C-BA



Analysis Takes its Proper Place in Modern Advertising Service

Something About the "Business Tuning Fork" that Indicates when Plans and Operations Vibrate in Harmony with Your Budget and Profits

By H. A. GROTH
Secretary and Treasurer, The William H. Rankin Company

THE capital you have invested in your business will prove to be just as efficient as are the brains employed to handle it, and no more.

The best guide for brains is analysis. Every business should be analyzed monthly, or at least semi-annually or annually.

Determine how much capital is tied up in each department, and how much it costs to operate. In doing this, note carefully such items as gross sales, gross profits, outstanding book accounts, stock on hand, pay roll and net profits.

These should be compared with other departments in the same business; also departments in similar and other lines of business and then it can be determined whether or not you are getting 100 per cent efficiency from the use of your capital.

The general business manager who is satisfied to base his judgment of his business upon only a careful study of his own profit and loss account may some day be confronted with a terrific surprise.

Analysis is a much abused word by those who work only on the surface, just as are such terms as "expert," "efficiency," "merchandising," "salesmanship" and "advertising."

Analysis that does not thoroughly cover fundamental conditions is of little value, if not worse than no analysis at all.

THE BASIC ANALYSIS

The profit and loss account is only the controlling account of all accounts that must be analyzed. For instances, your profit and loss account may show a nice balance on the right side of the ledger, yet in it there may be recorded the transactions of departments that have lost money.

Again, each department of your business may show a handsome profit—yet, a careful analysis of trade conditions might show that the business is gradually losing ground, or your product may be losing prestige, or your competitors may be stealthily gaining control of the market.

If this is the case, the retailer knows it first, the jobber second, and you are the last one to hear of it, unless you are thorough on analysis. Then, again, some specific territory may be going ahead while another is losing ground—that is why it is advisable to have many divisions or units in the analysis of a business.

In recent years much progress has been made in solving the individual problems of each separate department instead of taking the business as a whole. This has been due largely to the appreciation of the value or necessity of a thorough knowledge of all details which are essential in successful modern business.

For example, we have compiled a list of 37 fundamental units regarding distribution which give a general outline of the many points that must have careful consideration in the outlining of a successful business policy. Having manufactured a good product at the right price, the next big problem is economical and successful distribution. The following are examples of the units to be analyzed:

DISTRIBUTION

(1) A selling plan to and for the dealer that in itself establishes individuality for your goods.
(2) Branch sales and accounting offices or central office.
(3) Cost systems for the trade covering the handling of your and other lines of merchandise.

SALESMEN

(4) Salary and bonus system.
(5) Factory and office experience.

ADVERTISING

(6) A careful study of all selling, manufacturing and merchandising conditions.
(7) Selecting the correct theme to form the backbone of all advertisements, both national and local.

These seven items on distribution do not by any means cover everything. They merely give a general idea of the many units that must be given minute attention in the building of a successful business.

We find that in working with our

The Analyzing Department of Your "One Hundred Thousand Dollar Brain"

By ROBERT HOYME

THE Analyzing Department is your right bower or private secretary. Webster defines Analysis as—"An examination of component parts, separately or in relation to the whole—investigation of a problem, the ideas in an argument, etc."

In any business or personal venture your Analyzing Department should be the first to be consulted. A well-organized department with its power of concentration, research facilities and deliberate investigation, can avoid many an unpleasant personal setback and saving in time and financial loss in many a business transaction.

In your everyday business activities, whether it be selling, banking, shipping or what not, in whatever part you play, your Analyzing Department, if used properly, can expedite your particular function by throwing out the "Stop Signal" suspending operation for the time, if in doubt, to give this important department manager his opportunity to investigate.

Many a sale has been lost through the lack of understanding between you and this most important department. Careful consideration of all the elements entering into the business transaction, as to the party of the second part, your knowledge of his requirements, his disposition, his likes and dislikes, being posted on the details of the business in question and the important elements which enter should be handled by your Analyzing Manager, thereby making it easier and much more pleasant in the final transaction.

You can cultivate, equip and educate this most important manager by keeping the "Stop Signal" handy for instant use, thereby insuring yourself against possible loss in personal or business happiness.—From *The Sabcan.*

Print Paper Supply

To Newspaper Publishers :

ONE hundred daily newspaper publishers have organized and incorporated THE PUBLISHERS' BUYING CORPORATION for the purpose of buying print paper supply or mills in which to make paper for members.

A circular letter has gone to every daily newspaper in the country urging those without contracts or assurance of supply at fair prices to become interested in the big co-operative non-profit making enterprise.

The Publishers' Buying Corporation will trade directly with paper mills or through responsible brokers satisfied with reasonable margin of profit.

OFFICES :

WM. J. PAPE, President
Waterbury Republican

W. W. WEAVER, Vice-President
Durham (N. C.) Sun

JASON ROGERS, Treasurer
New York Globe

W. G. MARBLE, Secretary
Fort Scott (Kan.) Tribune-Monitor

The Publishers' Buying Corporation

73 DEY STREET, NEW YORK

Address JASON ROGERS, Chairman Executive Committee

SPACE CONTRIBUTED BY THE NEW YORK GLOBE

customers each case must be handled on an individual basis. The result of working out a complete problem of distribution depends largely upon the class and kind of talent employed in the analysis, study and development of the various units mentioned.

For instance, it is possible for one individual to take these units and by putting in sufficient time on each one, work out a fairly successful plan. But I do not think that any one would undertake the task alone and without the assistance of other experienced brains, provided he were expected to guarantee to work out promptly the best and most efficient business policy.

If for no other reason, there would be the fact that your capital would be idle and waiting for the analysis and plan.

There is yet much waste to be discovered in the careful analysis of any business. But the waste that is being more carefully guarded against than any other is the waste of idle capital or capital that is only partially efficient.

EMPLOYMENT OF SPECIALISTS

Your capital need not lie dormant or be only 50 per cent efficient in its earning power on account of lack of experienced brains. That is not necessary because it is possible to employ today men of ripe experience in every line of work that is needed in a successful business—men who from their experience know the underlying principles necessary to the success of any business.

Men who have made a specialty of working along one particular line—as an example, architects, bankers and attorneys and business counsellors—are employed to guard against mistakes that even successful business men could not foresee.

Other specialists are employed to insure efficiency in the economical use of floor space in factories and offices.

Other problems handled in a similar manner are: Transportation, lighting, power, manufacturing, merchandising, and in the same class we have the Modern Advertising Company.

The man at the head of a business is not fair to himself or fair to his business if he does not know for a certainty that he is getting the benefit of the best obtainable experience in every department, including manufacturing, advertising, selling and general business administration.

This applies equally as well to the man at the head of a single division or department. If he limits the progress of his division or department by applying only his personal ideas, he is harming your business and wasting your capital.

ESTABLISHING SYSTEMATIC, THOROUGH ANALYSIS

Once you put your business on an analytical basis, over 90 per cent of the upkeep is routine. The important point is to have the ground work right. It must be definitely determined from what sources information is to be recorded for analysis. This must come to your desk automatically. After that has been done your analysis will show you what should be added and what should be eliminated.

In laying the ground work for your analysis you must know what main units go to make up the offensive and defensive power of your business. The next thing to do is to divide each one of the main units into many smaller units so that you know for a certainty that the mirror of analysis will reflect clearly and promptly any defects or weaknesses. After these smaller units have all been properly assigned then your accounting and recording system should be so outlined that the details will work out automatically and conveniently.

RECORDING WHAT IS EXPECTED

It is comparatively simple to judge the merits of current results when you have before you a detailed analysis of the past as well as a detailed budget of future expectations. For instance, to show that advance budgets can be made out intelligently, provided you know your own business and know how to study fundamental conditions, we can refer to our own case where we have not varied with actual final results to exceed $2.00 on each $1,000 in executed business in a period of three years.

That is why it is worth while to include the future as well as the past in your analysis.

In our business we prepare a complete detailed budget for each department of our organization from 6 to 12 months in advance. After a successful tryout of this plan in our own business we adopted it generally for our customers. In some cases we even go so far as to revamp their entire system of office records to fit in with this plan.

If the foundation is right it is just as simple to keep all records subdivided under definite units with which you can build your future policy as it is to keep records in the old-fashioned way.

GIVING THE BEST SERVICE

Analyze almost any business, large or small, and you will find at least the following 20 different classifications of detail work represented:

1. Executive
2. Investigating
3. Efficiency
4. Manufacturing
5. Advertising
6. Selling.
7. Traveling
8. Shipping
9. Filing
10. Mailing
11. Errands
12. Correspondence
13. Billing
14. Addressing
15. Stenography
16. Accounting
17. Buying
18. Paying
19. Adjusting
20. Collecting

A further analysis will show that each of these 20 classifications is divided into several further classifications.

In a small business several or many of these classifications of detail work are executed by the same individual. Naturally, this individual's ability does not meet the standard required in all classifications of his work. He lacks ability under some classifications and has an oversupply of ability on others. The result under the former is inefficient work; under the latter, waste.

In a large, well-organized business each classification of detail work is executed by men or women who have become trained and expert in their particular line. The cost of executing each classification of work naturally varies in accordance with its importance and the kind of help required.

This method not only insures economy, but also maximum efficiency, and, in fact, has compelled the invention and insured the success of the typewriter, the multigraph, the addressing machine, billing machine and bookkeeping machine.

The following represents a general outline of work in planning an advertising campaign:

"WHEN YOU HAVE DECIDED ON A PLAN WORK IT"

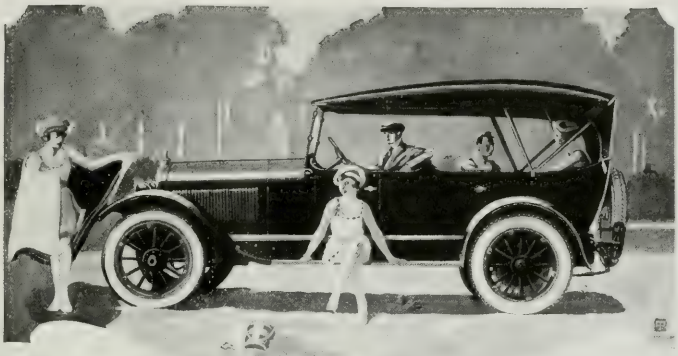
In the early days it was customary to try one thing, then, if it did not bring the desired results immediately, something else would be tried out. The whole thing was more or less guesswork, backed with very little patience or confidence. This was due to the fact that it was not built up on fundamental conditions. There was no analysis. Today, this is not the case. There are records of transactions for all lines of business and it is maximum use of these records that forms the basis of thorough analysis.

The first thing to be outlined in

Collier's

THE NATIONAL WEEKLY

5¢ a copy



STEPHENS

and Collier's

The Stephens Motor Works of the Moline Plow Company has selected Collier's as the backbone of the 1920 Stephens advertising campaign

Watch Collier's

any modern business is a general financial budget, showing definite appropriation for manufacturing, selling, advertising, etc. These are not, however, made up in "rule of thumb" form. They are built up on the basis of fundamental conditions, not only in that particular line, but conditions in other lines of business are given the most careful consideration. Once the general appropriations are O. K.'d, the same process is followed out in working out the detail plans for each department.

From six months to one year now seems to be the most generally accepted period of time to be covered by advance budgets or appropriations.

The Manufacturing Department is necessarily the first department to be taken up. Each suggested item is taken up and after it has stood the acid test of a thorough business analysis, it is approved and a definite amount is authorized for each month and so on until every phase of the manufacturing department has been provided for.

Next comes the selling department and then the advertising. As a matter of fact, in most lines of business today these two departments are considered as one unit.

Having set a definite appropriation in the financial budget for advertising, the first thing that should be determined is, how much per case or per dollar of gross sales should be spent in advertising. And right here is where we grapple first in this department of analysis. In order to determine this point accurately, analysis on the following points should be presented for careful study:

1. The gross profit per case or per dollar.
2. The gross profit in other similar lines.
3. What portion will be necessary to take care of salesmen and overhead.
4. Market and trade conditions.
5. Reports on what is spent in advertising by older concerns in the same or similar line of business, etc. The idea is to strike a new kind of blow or, at least, strike it in a new way.

Having determined the amount per case or per dollar of goods sold, the advertising organization then follows with analysis on the following subjects:

1. Analysis of various advertising media to determine their suitability for the campaign in question—this analysis is based on:
   (*a*) Class of readers.
   (*b*) Their consuming capacity for the article to be advertised.
   (*c*) Prestige of medium among the dealers.
   (*d*) Prestige of medium among its own readers.
2. A complete analysis on the merits of the product, including a comparison with other similar products and all other data necessary in order to determine accurately the most important points to be featured in the advertising.
3. A report showing the state of mind on the part of the trade as well as the consuming public.
4. Analysis of the points brought out by competitors in their past advertising. The benefit of this chart is twofold. Not only does it indicate what impressions must be overcome with the consumer and in the trade, but it also shows some of the things to be avoided.
5. An analysis of the value of illustrations in advertising, what per cent of the space should be devoted to illustration and what class.
6. An analysis on the value of different sized advertisements, whether the same size should be used throughout or whether different sizes should be alternated.
7. A plan of education to the salesman calling on the dealer that will enable him to use the advertising in the selling of the goods just as the factory superintendent uses modern time-saving machinery in the manufacture of the goods. This knowledge gained and correctly used by the salesman will be adopted by the dealer in like proportion in selling to the consumer.

After the entire advertising campaign has been worked out a complete budget by months should be worked up in detail showing all expenditures as they will accrue.

A campaign built along these lines can be and should be carried out to completion without any alterations, because it is built on fundamental conditions. Money can be saved in the mechanical working out of the campaign because rush jobs and overtime can be eliminated.

The man who tries to conduct an advertising campaign by continually making changes can be compared with the investor who goes into a proposition without a study of fundamental conditions. He expects to buy today and sell tomorrow at a profit and he usually sells, but not at a profit. The same things are true of most advertisers who expect results too soon or who have not studied fundamental conditions carefully.

Even the farmer appreciates the value of analysis. The most successful farmer has always plowed deep instead of merely scratching the surface; today he not only plows deep, but also has the soil thoroughly analyzed by an agricultural specialist. In this way he learns in advance how to alternate crops and handle the soil so that it will give him 100 per cent efficiency.

The success of life insurance companies is based on records and analysis. Even the weather bureau is getting more and more accurate as a result of more complete records and a perpetual analysis of their records.

The value of analysis to modern business is greater than any other one thing. Its value lies in the fact that it enables you to see clearly the mistakes of the past and how to avoid them in the future, besides pointing out to you new and profitable methods to take up for the future.

Merchandise Fair In New York Next Month

At the Grand Central Palace, July 26-31, a merchandise fair of articles which can be retailed from five cents to five dollars will be held. Formerly this exhibition, held semi-annually, has been devoted to the display of 5, 10 and 25 cent goods.

Upwards of 12,000 different items will be shown by 500 manufacturers and distributors, occupying 100,000 square feet of floor space.

At the last fair in February, two thousand odd merchants placed orders totaling over $5,000,000. Many sales were made to buyers from Europe, Australia, Japan and South American countries.

Displays at the July fair will include dry goods, notions, fancy goods, ready-to-wear of every description, ribbons, handkerchiefs, lace, embroidery, hosiery, underwear, knit goods, milinery, jewelry, toilet goods, candy, books, stationery, toys, novelties, holiday goods, hardware, enamelware, aluminum ware, dinnerware and house furnishings, and nearly all items sold to department stores.

Admission to the fair is free to merchants, buyers and exporters. The general public is not admitted.

"False Advertising" Defined by Federal Trade Commission

The Federal Trade Commission has defined in a recent decision the classes of advertising which are "false and misleading" and a means to unfair competition. They are as follows:

1. Advertising special sales of articles so as to convey to the public the impression of an unusual or advantageous offer for a limited period, when in fact the prices during such sales are no different than those obtained at other times.

2. Falsely representing that articles have been purchased in large quantities in order to sell them at less than the regular price.

3. Fraudulently representing or conveying to the public the impression that the advertised price of the article is less than the regular price.

4. Making false and injurious statements to prospective customers concerning the material of which competitive articles are constructed, or the cost of production of the same.

5. Attempting to interest prospective purchasers by conveying a false impression of expert and impartial advice on the best make of an article when in fact the advertiser is directly interested in selling a special make.

What Advertising Means to Our Business

Frank, Friendly Paid Publicity Has Helped with Dealers, Employer and Public, and Proved a Big Factor in Three Years' Development

By THOMAS E. WILSON
President of Wilson & Co., packers, Chicago

WITH Wilson & Co., advertising is recognized as the means whereby we talk to the public. It is our best and quickest way to tell our story to the greatest number of people, whose good will and patronage is desired. The importance we attach to publicity is considerable. It is a subject which is given just as much thought and care as any part of our business.

Our advertising is kept in step with our producing and selling departments by receiving constant consideration from the trained men who conduct those divisions of our business. Every branch of our organization is affected by our advertising, and every man having the responsibility for the success of his own part of our work takes a keen interest in it.

Advertising is just as essential as the telephone or telegraph to modern business. Being so vital and so economical for both commerce and the public, its importance should be enhanced, rather than underestimated, by the public as well as by the advertiser.

When Wilson & Co. came into being, a little more than three years ago, we had a big and, we felt (as we still feel), a newsy message to get across to the public. We recognized the necessity for doing this in a broad, honest, aggressive way, and we adopted the one proved method of expression—paid publicity. We found at our hand wonderfully successful publications, built up at the investment of great effort and much money, ready to carry our message to an army of readers who had confidence in those publications. We owe much of our success to the opportunity afforded us by these publications—institutions which have educated the public to a belief in straightforward, sincere advertising. Our initial message was simple, yet from our standpoint, it was vital. It was to tell the public that we were in existence, that our purpose and policy was to earn and hold the good will of the public toward us and our products. That was all—a piece of news about a new company and its principles.

After giving that message to the public, and after it had accomplished in a large measure what we had planned we settled down to further work along the same line—just as, after a new territory is opened by a sales force it is cultivated for more orders and more business.

HOW BUSINESS ADVERTISING ACTS

We used strictly merchandising copy, although into this there was blended always an underlying touch of institutional, or good-will-creating, appeal. This copy gave to the public real reasons why it could rely upon Wilson & Co.'s products, and it also aimed to strengthen the hands of our sales and manufacturing departments. It may safely be said that it increases the efficiency of an organization when the men and women concerned in its work see the products earnestly advertised, and, of course, sold. It shows confidence in them and their work.

We are fortunate in having an organization which is enthusiastic, which takes an interest in its work and in the growth of the institution and its reputation. From our organization have come many suggestions which have opened new paths and more interesting ways to attract the attention of the public. This cooperation has helped, because we have to compete for the attention and interest of the public, just as we do for its business.

Our advertising, continuously car-



THOMAS E. WILSON

ried on, has acquainted the dealers with "talking points" for our products and has helped them gain a larger volume of business for themselves. We have every reason to know that our advertising gained an interested audience for our salesmen in many cases where a representative of an unadvertised product would not have received the same attention.

In some of our advertising we ignored the sales feature in a large measure and made a sincere effort to inform the public in a frank, human way just what Wilson & Co. was and what it meant. We took the reader into our confidence and showed him that the people serving him through Wilson & Co. are just everyday human beings, the same as the folk in his own family, living, working, and knowing the same joys and problems as anybody else.

OBVIOUS, SENSIBLE, AND GOOD BUSINESS

Advertising has done much for Wilson & Co. in a little more than three years. We take no particular credit for beginning advertising when we began existence. It was the obvious, sensible thing to do—and it was good business. It has made our firm name a synonym for good, pure, wholesome food, because our products have backed it up. Our distinctive labels and our slogan, "The Wilson Label Protects Your Table" are favorably and widely known.

From the start I laid down just one rule for our advertising. It must be clean, straight, human, without exaggeration, without sensationalism, without evasion, and must always endeavor to convince the reader of our good faith and of our downright belief in the excellence of our products. Lincoln sagely said something one day which applies forcefully to advertising: "You can fool all of the people some of the time, some of the people all of the time—but you cannot fool all of the people all of the time." Honesty in advertising, like honesty in anything else, is the best policy.

Our advertising has helped us all the way around. It has helped us with the dealer, with the public and with ourselves. We believe in our organization, we believe in our products, and we echo that belief in our advertising. We believe that the public has been and is interested in the things we say to it in the space we use, because we do not exaggerate nor do we underestimate the value of the service we offer.

Summarized, then, our advertising has helped us to get together and to work together; it has helped us build up a reputation while it created sales opportunities; it has helped us with the dealer and with the consumer; it has helped us crystallize our organized goodwill toward our own institution and has influenced public good will toward both the organization and its products.

What a Reversed Buying Policy Will Do

It is evident from every source of information that the buying policy of many retail concerns has changed recently. It has not been so long ago that they went to any length to get merchandise, but now the situation is reversed and it is said that, as it exists today, if continued will result seriously. Many merchants are not only not buying but have canceled some orders. The result is liable to be a shortage of production and consequent high prices later in the season when buyers who have delayed need the goods. The present tendency may be to reduce or hold down prices but what will be the result of it all if there is an underproduction? Higher prices in certain lines are sure to follow.

The situation is so complex, the conditions affecting the price trend are so conflicting, that it is no wonder merchants and merchandise men are at sea as to the price probabilities.

It is an old saying that "mind rules the universe," and there is plenty of evidence that the attitude of retailers at this moment is influenced by their mental reaction to certain developments.

Their customers are not buying as freely as they did; the spring season was backward; stocks that were heavy, in dollars and cents, had to be sold at steep concessions; the newspapers have been full of charges of profiteering; a prominent manufacturer has been indicted. Besides this, the banks have raised their rates for loans and have otherwise curtailed credits. There has also been a steep decline in security values.

In their relations with manufacturers retailers also find cause for disquiet as to the maintenance of prices. Retailers are getting deliveries of some goods, notably hosiery, away ahead of the date set for such shipment.

Judicious merchants are looking below the surface conditions, however. And here are some of the underlying developments which they surely will bear in mind.

In spite of lower prices actually occurring or indicated in sheer dress cottons and in some bleached and brown cottons, there seems, according to some leading distributors, no reason to look for an early decline in cotton goods generally. This applies particularly to wide sheetings, napped goods, ginghams and damasks and also table oil-cloths. This is due to a real shortage of production in the lines named, as well as to the scarcity of long staple cotton and to the present probability of another short crop.

Some reduction of price on worsteds and woolens has been looked for, especially on the lower grades—due to the present influx of raw wool from abroad. But this condition is now offset by the action of such great manufacturing concerns as the American Woolen Co. in confining operation to four days per week, action already followed by the Amoskeag Manufacturing Co.'s worsted department and by mills in Passaic.

The long and short of it is that manufacturers have made up their minds not to hold the bag for the distibutor; they are determined not to make up goods for stock. In this determination they are influenced, in part, by the desire to put labor in a position where it will be less dictatorial and less exacting as to wage increases. Some, however, are beginning to realize that curtailment will not solve the problem, since the chief trouble is the refusal of consumers to pay the high prices.

Under all the circumstances, it is clear that too great delay in buying and, in greater degree, the canceling of orders on a broad scale will react disadvantageously on the distributor. This is so because the store, as we have consistently urged, even when it was advising against the overbuying which is now being replaced by underbuying—must have the goods in order to do business, must maintain its assortments, and must take chances so that its future as well as immediate needs will be cared for—*Dry Goods Reporter.*

Students Sail to Study Foreign Trade

A new feature of the Foreign Service School of Georgetown University was put into effect last week when a party of twenty-five students left New York on the steamer *Caracas* for Venezuela and Cuba to study economic conditions in those countries and act as envoys of good will between the American republics. A number of the students will remain in Venezuela until August 7, while others will stay in Cuba until the end of September. The venture is one of the intensive methods that American colleges are adopting to prepare young men to represent this country adequately in foreign service, and the Georgetown plan, it is predicted, will become a part of the curriculum of foreign trade courses in many other institutions of learning.

Salesmen Are Sent to School

Short course schools for the benefit of fertilizer salesmen in the Southeast will be held at several State colleges of agriculture according to plans now being made by Director J. N. Harper, of the Southern Soil Improvement Committee. As planned now, these schools will begin sometime during the month of August and continue into September.

Exhibit In Buenos Aires Put Off

The special exhibit of American products which was to have been held at Buenos Aires next November and December by the American National Exposition, Inc., has been postponed until next March. The postponement was made, officials of the company told the the Department of Commerce in Washington, in deference to the wishes of the American Chamber of Commerce in Buenos Aires.



A Tip From a Man From Texas

IN a Pullman I met him—that man from Texas—a train dispatcher on his way to England who gave me a tip of interest to every manufacturer of goods the railways need.

We talked on various subjects, and just before going to the diner for lunch, we exchanged cards. "Too bad we did not meet yesterday," he said, and then he told me why.

"I met an old friend on this train yesterday, the purchasing agent of a big shipyard on the Pacific Coast now, but who, when I first knew him, was the general manager of a 90 mile lumber road. His people had no purchasing agent, and he had to buy everything. Busy boy was "Ed" in those old days, and a mighty keen buyer too, us boys often wondered how he managed to buy all kinds of stuff and "pick 'em right" every time.

I calculate the President of his road wondered too, for one day he said—"Ed how do you buy supplies?" "How!" said Ed, "Here's how—by the Rule of Three. *First,* I read the Railway Age. *Second,* I know that advertisers in it are reliable. *Third,* I know that if a concern advertises in it continuously, you are assured of satisfaction. Remember those axles we needed a while back?" The President nodded. "Well, we got satisfactory ones, didn't we?" Another nod from the President. "Sure they were, and I knew they would be." "Why?" said the President. "Because when I placed the order, I knew that Company we got 'em from had an advertisement in nine consecutive issues of the Railway Age."

"I'm sorry I didn't meet your friend," I said. "Does he still read the Railway Age?" "He was reading it when I met him on this train yesterday," replied the Man from Texas.

The moral: Confidence begets confidence, and constant publicity in the Railway Age begets both confidence and orders

SIMMONS-BOARDMAN PUBLISHING CO.

WOOLWORTH BUILDING, NEW YORK

CHICAGO	CLEVELAND	CINCINNATI	WASHINGTON	LONDON
Transportation Bldg.	The Arcade	First Nat'l Bank Bldg.	Home Life Bldg.	34 Victoria St.

Associated Business Papers — Charter Members — Audit Bureau of Circulations

Also publishers of Railway Mechanical Engineer, Railway Electrical Engineer, Railway Signal Engineer, Railway Maintenance Engineer, Marine Engineering, Boiler Maker and Locomotive Cyclopedia, Car Builders' Cyclopedia, Shipbuilding Cyclopedia, Material Handling Cyclopedia and Maintenance of Way Cyclopedia.

The Plans Behind the 1920 Sunkist Advertising

How Advertising Material Is Prepared and Circulated, Some of the Policies Followed and What the Outstanding Results Have Been

By DON FRANCISCO

Advertising Manager, California Fruit Growers Exchange

TO MOST people Enrico Caruso means a world-famous tenor, although Caruso is also a skillful wood carver. Asked what is the highest peak in Colorado the average person answers "Pike's," while in reality there are three higher peaks, of which few people have heard.

It is human nature to remember chiefly those things which in one way or another become most widely advertised. Having become notable for one characteristic, other factors fade into the background.

A lemon, for example, means to many people a sour fruit from which lemonade can be made. As a matter of fact a lemon has hundreds of uses, some of which are more important to mankind than the preparation of beverages.

Indeed, a lemon is not one product, but a group of totally different products. A lemon may be classed as a pie, a hair rinse, a cool drink, a garnish, a mouth wash, a vinegar or a skin bleach. The toilet and medicinal values of the lemon are alone sufficient to bring it fame.

Appreciation of these facts by the public would probably mean a greater demand for lemons than could be filled. The fact that a lemon has many valuable uses had little effect on demand so long as few people knew those uses. But to many a lemon still means lemonade, just as Caruso means a singer and Pike's Peak the most skyward point in Colorado.

A CORRECTIVE CAMPAIGN

Sunkist advertising was born of a necessity for correcting just such a condition by an educational campaign that would tell the public what they should but didn't know about oranges, lemons and grapefruit.

When the California orange growers began to advertise their fruits thirteen years ago it was considered quite an adventure. Even advertising men thought it was quite an adventure. It was a new idea in the advertising world—an attempt to use the tools of the manufacturer on one of nature's perishable fruits.

An orange was just an orange. It grew on a tree and when it was ripe somebody ate it. That was all there was to it. Oranges didn't need advertising. Furthermore they could scarcely be considered "advertisable." An orange would stubbornly resist any attempt to make it a particular orange. Nature was a notably poor manufacturer when it came to turning out standardized fruits that were absolutely alike in size, appearance and eating quality. Besides the supply constantly varied and prices jumped around terribly.

But the orange growers were doing the planning and they thought differently. They were willing to experiment and pioneer.

Their problem was, it is true, somewhat different from the manufacturer's, but they felt sure that advertising could perform a very badly needed service for their industry. They began modestly by setting aside a definite territory in Iowa, where the sales over a period of years were known and where the competition from eastern citrus fruits was slight. In this territory something like six thousand dollars was spent one year in advertising. A tabulation of sales made in this area during the year of advertising, showed an increase in business so much greater than that in the rest of the country that the value of advertising as an investment to develop new business was left unchallenged. Having proved that they were right, the growers gradually enlarged their appropriation and extended their campaign to cover the entire United States and Canada.

OTHERS TOOK THE EXAMPLE

Within a few years many other agricultural industries entered the advertising field. For proof that it pays to advertise fruits one need only to consult the list of fruit advertising campaigns that have developed—particularly in the west—during the last five or six years.

It has been found profitable by associations of producers to employ large sums of money to advertise oranges, lemons, raisins, apples, prunes, grapefruit, apricots, peaches and many less perishable products such as walnuts, almonds, olives and lima beans. Most of these advertising campaigns are increasing in size every year. Growers in California, Washington, Florida and Porto Rico have found advertising an effective trade builder.

The orange and lemon growers of California rank to-day among the largest advertisers of food products in the country. Yet the total annual cost for publicity has been only 2½ cents for each box of oranges and 4 cents for each box of lemons marketed through the California Fruit Growers Exchange. Figured another way, it is 0.577 per cent of the delivered value of the fruit. The average percentage



The big posters go up after the dealer service men have decorated the grocers' windows with Oranges and Sunkist cards

of advertising to gross sales among the prominent advertisers of the United States is about 5 per cent.

The appropriations have been based upon a per box assessment so, as the crops handled by the Exchange have increased and the value of advertising become more apparent, the annual appropriations have been correspondingly increased until to-day, in a normal year, the Exchange invests over half a million dollars in publicity and sales promotion work.

The Exchange operates four advertising campaigns—oranges, lemons, grapefruit and marmalade — each of which is paid for by assessments made against the particular product concerned and is entirely independent from the other three.

Such have been the accumulative returns from advertising that the annual expenditures for publicity may well be considered as investments which increase in value from year to year.

SOME RESULTS OF SUNKIST ADVERTISING

One does not have to look far for results of Sunkist advertising. A prominent Florida paper recently accused Sunkist advertising of getting more money for California fruit than could be obtained for Florida's. At a recent meeting of the Exchange directors the value of the name "Sunkist" was variously estimated at from $2,000,000 to $15,000,000—the later estimate being that F. Q. Story, president of the Exchange. "The biggest asset we've got," is the way one director expressed it. A recent trade report shows an overwhelming preference for the Sunkist brand among consumers of oranges and lemons.

In the first ten years of Sunkist orange advertising the consumption of California oranges in the United States and Canada increased 80 per cent, or four times as rapidly as population. During the last year (1918-19) the shipments of Valencia oranges from California increased approximately 30 per cent and the demand was such that this bumper crop was readily taken up by the public at satisfactory prices.



Many an eastern jobbing house displays the Sunkist trademark

Such sudden expansion, amounting to several thousand extra cars during a few months, might represent a real hazard if the demand was not developed to a point where the fruit would be bought and consumed by the public.

The record on lemons is even more interesting and deserves more explanation. The per capita consumption of lemons in the country has been stationary for 16 years during which the average man, woman and child has eaten approximately 13 lemons a year, or, to be exact, one lemon every 28 days. Such increases in the total supply as have occurred have only been in proportion to the growth of population.

Sixteen years ago California supplied only about one-fourth of the lemons consumed in this country, the balance of the supply being imported from Sicily and Italy. Gradually this proportion has been increased until now approximately three-fourths come from California and only one-fourth comes from abroad. It will be observed that our gain was the importer's loss. The average consumer ate no more lemons than he did five, ten or fifteen years before. Indeed, until the last four years per capita consumption actually suffered a slight decrease.

A survey made a few years ago indicated that the young non-bearing acreage of lemons was substantially 75 per cent as great as the bearing acreage. It was apparent that the use of lemons must be greatly stimulated if there was to be a sufficient demand to take care of the future yield.

MORE LEMON ADVERTISING

Because of this unusual need for increasing consumption the lemon advertising program has been enlarged. Not only will there be more general advertising, but there will be more trade work than before. There is a need for much educational work among the jobbers and retailers, and prohibition has opened a great opportunity for lemon drinks of which we should take advantage. Sunkist lemons have been advertised for only five years.

It would of course be incorrect to credit these increases entirely to advertising. Gains, when made, will be due to a variety of factors—including the country's buying power, good quality fruit, a well carried out plan of distribution, good salesmanship and advertising,—each of which performs a vitally important part. Advertising is no miracle-worker that overcomes insuperable obstacles. Lack of good quality or buying power, for example, would mean a loss that could not be overcome.

"FLU" EPIDEMIC HELPED OUT

Citrus fruits are fast becoming less a luxury and more a staple article of diet. This was well illustrated during the influenza epidemic when, with a short supply to offer,



Cards in the street cars suggest Sunkist grapefruit to Mrs. Housewife as she goes shopping

Sunkist Magazine Campaign 1919-1920 Season

Key ~ Oranges ● Lemons ■ Marmalade ◣ SOLID CHARACTERS DENOTE COLOR PAGES, HOLLOW SQUARES FOR LEMONS DENOTE SMALLER SPACE IN BLACK AND WHITE

PERIODICAL	CIRCULATION	1919 SEP	OCT	NOV	DEC	1920 JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG.	TOTALS	COMBINED CIRCULATION
Saturday Evening Post	2,000,000	●	◣	●	●	◣	■	●	■	●	■	●	●	12 3/16 cover pages in 2 colors 1-2 color page inside	26,000,000
Ladies Home Journal	1,300,000	●	□	□	◣	■	◣	● □	◣	■	●	●	□	9-1 color insert pages 4-¼ pages	23,400,000
Good Housekeeping	500,000	□	□	●	□	●	■	●	□	□	●	□	□	1-3/8 cover pages, 4 colors 4-2 color inserts 3-½ pages	6,000,000
Pictorial Review	1,800,000	□	□	□	●	□	●	□	●	□	□	□	□	5-4 color inserts 9-¼ pages	21,600,000
Womans Home Companion	1,200,000	□	●	□	□	●	□	□	□	●	□	□	□	5-4 color inserts 9-¼ pages	14,400,000
Literary Digest	1,000,000			●			●		●				●	1-back cover, 4 colors 3-2 cover, 2 colors	4,000,000
Delineator	928,334	□	□	□	□		□	□	□	□			□	9-¼ pages	8,354,916
Designer	336,635	□	□	□	□		□	□	□	□			□	9-¼ pages	3,029,715
Womans Magazine	191,421	□	□	□	□		□	□	□	□			□	9-¼ pages	1,722,789
Mc Calls	1,200,000	□	□	□	□		□	□	□		□		□	9-¼ pages	10,800,000
Canadian Home Journal	30,000				■		■			■		■		4-4 color inserts	120,000
Totals 11 Publications	10,986,380	1 cover page (including cover) 2 color pages 4 color pages				1 cover page (including cover) 2 color pages 4 color pages								4 cover pages (including cover) 20 ½ pages 4-¼ pages 4-½ pages Total 104 Advertisements	119,427,420

The magazine schedule is planned a year in advance. This year 119 million copies of magazines will carry Sunkist advertisements

there came an unprecedented demand for citrus fruits for the sick and unheard of prices were paid because people believed in their healthfulness. Orange juice is being more widely used for infants and wherever there is a baby in the home there is an opportunity for oranges to become a necessity. The general use of orange juice as a beverage has been rapidly increased in recent years until now, according to a recent survey, the number of orders for orange juice in hotels is greater than the number of orders for oranges served in all other ways.

The work of increasing demand is by no means finished. The California Valencia crop will increase rapidly, at least for several years. In less than a decade the production of lemons in California may be expected to exceed the present combined domestic and foreign supply by at least 50 per cent, and imports will continue to arrive in large quantity. This presents a real problem, the solution of which lies in educating the public to the lemon's many delicious and healthful uses so that the average person will eat a lemon every six days, for example, as is true of patients in hospitals, instead of only about one a month.

Production costs have increased greatly during the last three years but this fact in itself does not make them worth more to the consumer. The grower of a perishable commodity finds it difficult to pass increased costs along to the consumer and his chief hope lies in making the consumer want his products to such a degree that he is willing to pay a price that will leave a fair return.

Advertising is the art of stating the truth atractively for the purpose of establishing confidence and securing customers. When we advertise we make up our minds that we cannot afford to let people forget our products and we cannot afford to let them discover their delicious and useful qualities and the many ways of serving them in their own slow way. We decide to go out and tell them so that more people will use them more often and we may reap the reward before it is too late.

From birth to old age our lives are largely given to the acquiring of habits. Many habits must displace others previously formed. The purpose of Sunkist advertising is to induce people to form the habit of using oranges and lemons the year around. If we can form a new habit or strengthen an old one we will sell more fruit.

The experience of the Exchange during the last thirty years has proved the value of advertising in increasing the consumption of oranges and lemons and the trademark "Sunkist" having behind it the cumulative effect of thirteen years continuous publicity, is now a household word and the consumer demand for this brand and the trade confidence vested in it are tremendous assets to every shipper in the organization.

THE MACHINERY OF ADVERTISING

Obviously in the judicious expenditure of half a million dollars the advertising has passed the stage where the advertising manager can ejaculate before lunch, "I believe we should use half a page in tomorrow's Times," after lunch dash over a clever bit of copy, and expect to see a proof next morning.

Great care is required to inject just the right "appeal" in the material to be placed before the public. All advertising plans must pass through an intricate mill, which grinds slowly but exceedingly fine. The planning of a successful advertising campaign involves the use of charts and statistics quite as much as of paint, easel, typewriter and pen.

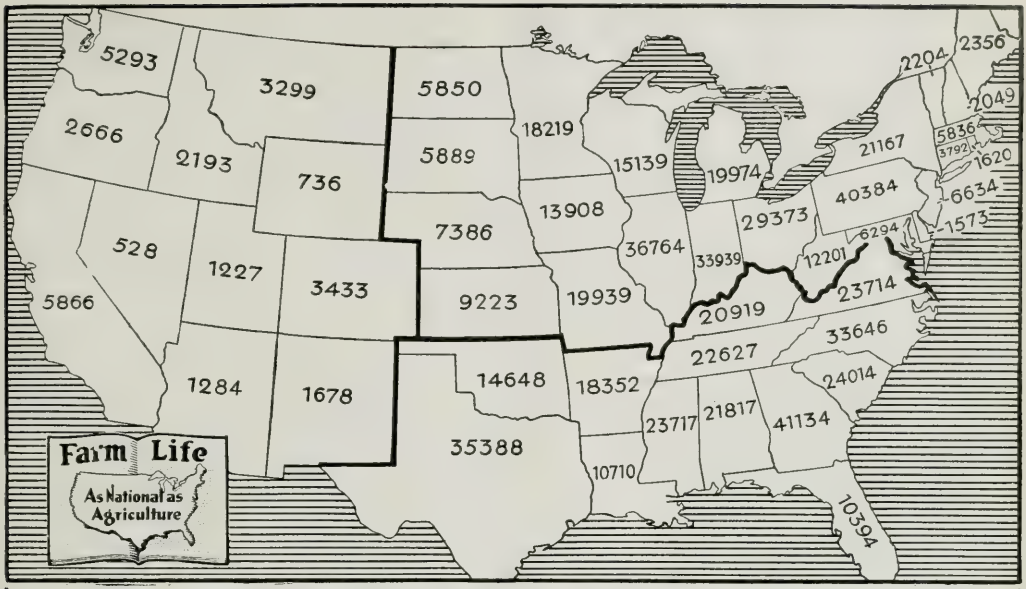
In annually laying out the plan for advertising oranges or lemons the monthly shipments for a period of years are carefully averaged and considered with the best available data on the coming crop. Average prices obtained each month, probable weather conditions, normal supplies of competitive fruits and other factors must be carefully weighed, because advertising is one phase of selling and the advertising campaign must dovetail with the sales campaign and conform to market conditions.

Generally speaking, the monthly expenditures are either in proportion to monthly shipments or are concentrated in periods when demand is customarily weak, in relation to the amount of fruit that must be put into consumption. Therefore, to have a well balanced campaign every move must be planned in advance, and the budget for each campaign is carefully worked out before the actual preparation of material begins. The plans, when completed by the advertising department, are submited to the sales managers and heads of other departments of the Exchange and, when finally agreed upon, are presented to the Board of Directors for approval.

PRELIMINARY INVESTIGATION

When considerable money is to be invested in some form of advertising, a careful investigation may first be undertaken to gather important facts. These studies cover such points as the percentage of fruit bought by telephone, and the percentage personally selected, the proportion purchased from fruit dealers and from groceries, and the percentage of people who specify Sunkist. On several occasions we have sent out a number of women to interview several thousand subscribers to various magazines to determine what class of people certain periodicals were reaching and the extent of their influence. Before a national campaign we often try various advertisements locally and choose the best for general use. In a similar way, local advertising mediums such as newspapers, car cards and posters may be tested in a small way before one or two are chosen for national use. The last

(*Continued on page 38*)



A Circulation as National as Agriculture

Here is a map showing by states the distribution of Farm Life's circulation and showing how evenly—in proportion to the farm population—it is distributed through every agricultural State in the Union.

That circulation is not banked up in any particular section—it is a blanket of reasonably even thickness covering the whole country.

But there is one point, important for the wide-awake manufacturer at which this circulation differs from that of other national farm papers. It covers the wonderfully developing South—the land of business promise—as thoroughly as it does the North. It is in fact one of the very few national publications in any field that has a substantial southern circulation.

As a cover medium for the South it is superior even to the southern sectional farm papers. Of the four leading papers of that type No. 1 is stronger than Farm Life in only one State and weaker in the other 12. No. 2 is stronger than Farm Life in two states (where 46 per cent of its circulation is located) and weaker in the other 11. No. 3 is stronger than Farm Life in six states (where it has 81 per cent of its circulation), and weaker in the other 5. No. 4 is stronger in three states (showing 70 per cent of its circulation), and weaker in 10.

The South is the most prosperous part of agricultural America today. The increase in the value of its products of recent years has far outdistanced that of the northern states in recent years. It is buying a variety and quality of merchandise that it never bought before. It offers a tremendously expanded outlet for the product of northern manufacturers at a time when they need that outlet badly.

THE FARM LIFE PUBLISHING COMPANY

THE JOHN M. BRANHAM COMPANY, Advertising Representatives

New York :: Chicago :: Detroit :: St. Louis :: Atlanta

SPENCER, IND.

Farm Life

Including the World in Your Marketing Plans

(*Continued from page 4*)

was found necessary to put up nails in seven-pound packages so that they could be easily handled. All the packing is done at the mill and the nails are shipped in this form directly to India.

Investigation showed that the Chinese were very clever in shaping pieces of discarded steel into various articles, such as making a very good razor from a low carbon steel wire, and now a great quantity of discarded or "defective" material is sold in China. Even old, used horseshoes find a good market there.

Great care is taken by the company in the selection of the men who are to represent it abroad. Most of the managers in the larger offices are Americans and nearly all have been trained at the home office. A strict civil service system is followed and the men are promoted from one office to another according to their ability and aptitude for business in certain countries. One might be a good business man in Brazil and a total failure in Australia, so an effort is made to place the right man in the right office. All of them speak the language of the country where they are located and for this reason some are obliged to speak quite a number of languages fluently. The representative at Batavia, Java, for example, speaks English, Dutch, Chinese and Malay; while the one at Bombay speaks English, Hindustani and French.

FOREIGN TRADE EDUCATION

Mr. Farrell has laid down as chief fundamental requisites for a young man entering foreign trade the following:

Well grounded knowledge of English, assuring clear and concise expression, and knowledge of one or two additional languages.

Comprehensive knowledge of the fundamental rules of arithmetic.

A practical knowledge of office routine, including the handling of orders and accounting.

A practical working knowledge of the routine of manufacturing, including the elements of the cost of production.

Sufficient acquaintance with commercial law and practice to facilitate the negotiation of ordinary business contracts.

Knowledge of domestic and foreign markets and the commerce of nations in natural and manufactured products.

Systematic study of ocean-bound transportation of the world, including vessels, cargoes, freights, and the documents accompanying them.

The progress of the Steel Corporation in foreign fields has been steady and continuous and no matter how great the demand of the home market may have been at times, the export trade never was neglected. The company realized that a successful foreign business cannot be developed unless it is done continuously.

The American manufacturer manifests a great interest in foreign trade when there is a depression in the home market. He will spend a great deal of money to send out agents, make connections abroad and to establish good relations with foreign buyers. Just so soon, however, as the home demand becomes active, his export department will suffer from neglect and he will forget the foreign customer who had been of great help in keeping his business going during the period of depression at home. This has acted as a great detriment to the development of a permanent foreign trade, for the foreigner will not patronize people who are not in a position to give him a continuous source of supplies.

CANNOT FORCE UNSUITABLE WARES

Another important point is the

The Biggest Thing in Advertising

IN the past few years many advertisers and advertising men have, perhaps, lost their perspective on copy and its relation to results in advertising. Of course, it goes without saying that dealer problems must be solved, market conditions thoroughly understood, and all other such factors fully shaped.

But to our mind the really big thing is copy. And we believe it is being neglected.

Where it is possible to check sales from individual advertisements, we have seen one piece of copy in a certain medium sell ten thousand dollars' worth of merchandise, while another of the same size, run under as nearly equal conditions as possible, sold less than one thousand dollars' worth of goods. Surely if copy alone can make a difference of ten to one in the number of people influenced to purchase a product, the importance of copy dwarfs all other considerations in advertising.

And it seems to us perfectly natural that there should be such a difference in the results from copy—a difference which we are inclined to believe is not fully appreciated.

Copy has the same duty to perform in relation to the consumer that a personal salesman has to perform in relation to the dealer.

And certainly there are numerous instances of one salesman producing even as much as ten times the business of another.

Of course the results of personal salesmanship are easy to trace, and a man who sells only a fraction of what another man can sell is quickly eliminated.

And this would be true of copy were it possible in most instances to trace the results from it directly. It is only because we cannot check the results of copy accurately that we do not put the value upon it that it deserves.

There is one type of advertiser, however, who can. He is the man who sells direct to the consumer without the help of dealers or jobbers. And it is he who understands the great difference in results from copy, as shown by his keyed results, and his bank balance.

It has remained for this agency to take the results from the sixty-odd mail-order

fact that the requirements of the market must be satisfied and no attempt should ever be made to force on the buyer something that he does not wish to buy.

In the early history of the export business in iron and steel products it was the practice of manufacturers to attempt to sell a customer in Chili or India, or in any other country, something that was suitable for business in New Jersey or Ohio, without any regard to the character of the material or the nature of the products required in those countries. The Steel Products Company, however, is at all times investigating the need of various countries and their ways of doing business by obtaining reports and sending investigators to these markets to study the conditions so that it may be able, so far as possible, to do business in conformity with the usages of the markets.

A corporation like this, which manufactures a large variety of products is not limited to one or two lines in doing a foreign business. A corporation manufacturing only a single line of goods would not have the selling facilities, in the first place. A pipe manufacturer could not afford to establish an office in Singapore, or a tin plate manufacturer one in Buenos Aires for the purpose of selling a few dozen boxes of tin plate that might be bought there every year. It is the bulk and diversity of the products offered through the various offices that enable such a corporation to do such a large business. As an economic or business proposition it never would have been feasible for any of the subsidiaries of the Steel Corporation to have maintained, separately, agencies in various countries, on account of the tremendous cost.

In the export market it is true that one product sells another; that is, by having a great range of products the buyer has an opportunity to order practically all his requirements. A company building a railroad in Brazil, for example, prefers to buy from one concern all the material needed such as rails, steel ties, bolts, spikes, telegraph wire and rail bonds and to have them forwarded in one shipment, under one bill of lading, to prevent delays and save customs charges.

The Steel Products Company has progressed to such an extent that at present it has nearly three hundred agencies in more than sixty countries, with large warehouses at the principal distributing points. Many of the offices, like London, Paris, Buenos Aires and Stockholm, are very large and maintain a complete sales organization, while in some of the smaller centers the representative may be a general commission merchant holding agencies for various lines of goods. The products of the company are sent to its foreign warehouses in ships it owns or charters for the purpose and sometimes it has as many as forty ships under charter. Most of the construction work is done by a trained corps of erectors maintained by the company and sent to all corners of the earth. Some of these men are now at work in South America, China, South Africa and Australia.

It should fill the American traveler with pride to feel that no matter where his journeyings lead him, be it Iceland or Patagonia; South Africa or North China, the chances are that he is traveling over the products of American mills sold abroad by a great American organization.

Senator Newberry Part Owner of Weekly

Senator Truman H. Newberry, of Michigan, has been made a part owner of the Detroit *Saturday Night*, according to its latest report to the post office department.

advertisers it serves and use them as a basis for preparing copy for those advertisers who, because selling through dealers, are unable themselves to check the sales from each individual advertisement.

In this way instead of guessing at what type of copy or appeal is the most effective we know from our records just exactly how you have to talk on paper to sell the most goods.

A good personal salesman finds he can sell a number of different products by the use of principles which he has discovered are effective in selling one certain thing. In the same way we are able to apply to copy preparation for many products the tested principles that have succeeded in selling merchandise in other lines.

Human nature is pretty much the same wherever we find it. The man or woman who buys by mail differs in mighty few ways from those who buy at stores—in fact all people buy at stores, and we have sold many thousands of dollars' worth of merchandise to people who would be considered the last to buy by mail.

To the customer the method by which he buys is merely a detail. The important thing is, are the goods more desirable than the cash they represent? That is the question which interests the consumer.

Therefore, why shouldn't those advertisers who sell through dealers use the experience of mail order advertisers, and employ the appeals which it has cost many millions of dollars to prove most effective among people of every kind?

Surely, if one style of copy will secure ten orders by mail to one from another appeal there will be the same difference in the number of people either advertisement would send to dealers.

* * * * * *

This subject of copy has many interesting angles and is one of such vital interest to any advertiser that we believe our little book, "The Tested Appeal in Advertising," would be of value to any manufacturer who realizes that mere general publicity will not keep his factory oversold in the days now coming.

A copy will be mailed without obligation if you will send for it on your business letterhead.

In writing please mention Booklet "B."

RUTHRAUFF & RYAN
INCORPORATED
ADVERTISING
404 FOURTH AVENUE at 28th ST. NEW YORK
CHICAGO 30 NORTH MICHIGAN BOULEVARD



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer.

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

The New President of the A. A. C. of W.

Charles A. Otis, of Cleveland, Banker and Former Newspaper Publisher, Has a High Position in the World of Intelligent Business Administration

JUST who Charles A. Otis, newly elected president of the Associated Advertising Clubs of the World, is can be explained in a dozen words—a Clevelander, nationally known as a capitalist, economist, banker, civic worker, clubman, sportsman and stock breeder.

Mr. Otis, whose election at the Indianapolis convention June 10 was unanimous, was born in Cleveland July 9, 1868. His father was Charles A. Otis, founder of the Otis Iron & Steel Company, and his grandfather was William A. Otis, pioneer in the commerce of the Western Reserve.

He was educated in the public schools and at Brooks Military Academy in Cleveland, at Andover Preparatory School and at Yale, being graduated from Sheffield Scientific School of that university in 1890 with a scientific degree.

His school days ended, he went to Colorado to live the cowpuncher life. With D. Casement, of Painesville, Ohio, he rode the Unaweep range, the two doing much of their own cattle handling and ranch work. From this experience Mr. Otis brought back a keen interest in horsemanship and cattle breeding which never has waned.

BUILT A SUCCESSFUL NEWSPAPER

Back in Cleveland, in 1895, he took a hand in the iron and steel industry, as his father and grandfather had done before him, joining Addison H. Hough & Co. under the nwe title of Otis, Hough & Co., and engaged in the commission and agency business. For some years they represented Jones & Laughlin of Pittsburgh, the Pennsylvania Tube Company, Painter & Sons and other finishing mills.

The consolidation of the steel companies and establishment of their own agencies imposed upon Mr. Otis the important work of placing the securities of several big steel corporations and resulted in the transfer of his attention from dealing in iron and steel to dealing in investments. To facilitate the new work he bought a seat on the New York Stock Exchange in 1900 (the first such seat owned in Cleveland) and the firm was recognized as Otis & Hough bankers and brokers. This firm was largely instrumental in the formation of the Cleveland Stock Exchange, of which Mr. Otis has served as president.

In 1912 the firm was again reorganized as Otis & Co., and under that name it has grown to be one of the large investment banking houses of the country, with extensive connections with the principal markets of the United States and Canada and with nine branch offices.

The expansion of his central commercial interest has never absorbed Mr. Otis' attention to the exclusion of other pursuits.

He was the founder of the Cleveland *News*, forming it in 1905 by consolidating the *News and Herald* and the *Evening Plain Dealer* with the Cleveland *World*, already under his ownership. Until 1912, when he disposed of the property to Dan R. Hanna, Mr. Otis was publisher of the *News*, and, through it, exerted a palpable influence on the interesting municipal developments of the period.

Though frequently urged to become a candidate, Mr. Otis has never sought political preferment or held an elective public office.

TWICE PRESIDENT OF CHAMBER

The presidency of the Chamber of Commerce, called the highest non-political honor in Cleveland's gift, has twice been his. Long active in the work of organization, he was elected vice-president in 1916, succeeded to the presidency on the resignation of the incumbent and was re-elected president in 1917, occupying the post during the busy months of America's entrance into the world war.

His efforts in behalf of the American arms have been put forth in



CHARLES A. OTIS

other capacities as well. Mayor Harry L. Davis of Cleveland appointed him to the municipal war commission early in the conflict. He bore a conspicuous part in the famous Red Cross fund campaign, in which Cleveland achieved special distinction. He has been known for long as an efficient supporter of various civic and philanthropic enterprises, particularly the Babies' Dispensary and Hospital, an institution nationally famed for the efficacy of its work. In 1917 he was appointed as original member of Cleveland's subway commission, receiving the compliment of the five-years' term.

He was active in the establishment of the Cleveland Athletic Club and served as its president. He was prominent for years in amateur harness racing, long a fashionable sport in Cleveland under the auspices of the Gentlemen's Driving Club. There is scarcely a social club of standing or a civic organization of repute in the city that has not benefitted through his membership.

The Otis summer home is at Pine Tree Farm, near Willoughby, Ohio, a large estate including several once-separate farms and the scene of Mr. Otis activities as a stock breeder. His interest as a breeder has long centered in the development of milking Shorthorn cattle, a hobby that has won for the Otis herd no little fame of the sort breeders value.

HAS WIDE RANGE OF INTERESTS

The enterprise, however, is more than a hobby. Long before beef conservation and farm development became national problems, made the more pressing by war's necessities, Mr. Otis observed the obsolescence of the great cattle ranges of the West and gave serious thought to the result, seemingly of menace to the nation's food.

"To produce a cow that will give large buckets full of milk with heaps of butter in it and then raise a steer that will bring big money to the butcher," was the task he set for himself.

In the milking Shorthorn, perfected under his supervision at Pine Tree Farm through years of experiment and co-operation with other breeders, he believes the ideal double-purpose breed, the perfect "—farmer's cow," has been closely approximated.

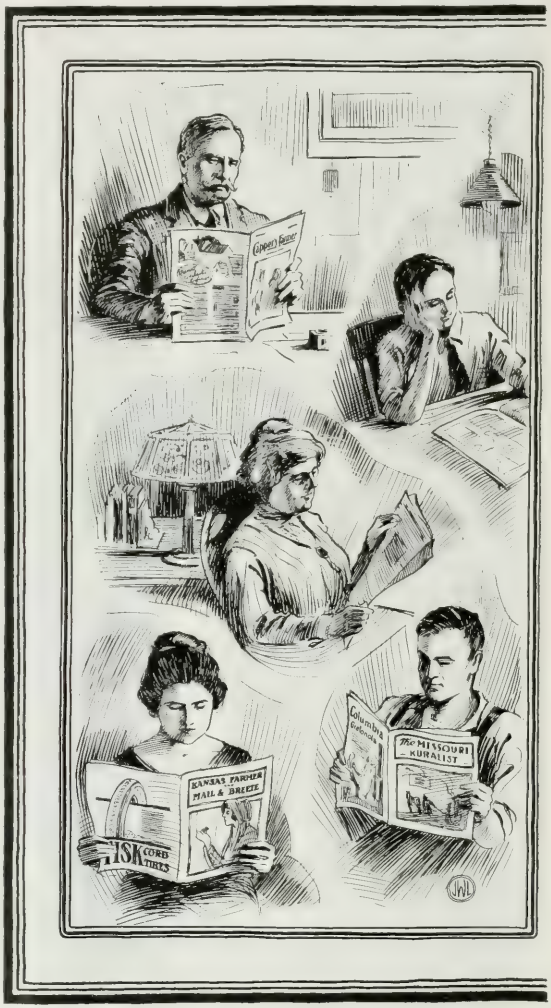
Though few farmers could hope to own such costly specimens as the handsome animals of the Otis herd, it is believed the development and popularizing of the breed will go far toward providing the world's future supply of milk and beef. Mr. Otis' efforts toward this end have been recognized by election to office in the American Shorthorn Breeders' Association and similar organizations.

Mr. Otis married Miss Lucia Ransom Edwards, July 11, 1895. Mrs. Otis is the daughter of the late William Edwards, himself a conspicuous figure in Cleveland history, and Lucia Ransom Edwards. Mr. and Mrs. Otis have two children, William Edwards Otis and Lucia Eliza Otis.

During the war, Mr. Otis was Chief of the Resources and Conversion Section of the War Industries Board, Washington, D. C.

Mr. Otis is a director of the United States Chamber of Commerce. He is also president of the newly organized Otis Safe Deposit Company. He is a director of the Otis Steel Company, the Chandler Motor Company and several other large corporations.

—By courtesy of *Associated Advertising.*



U. S. Will Advertise to Sell Ships

Again the United States Government has come to the advertising profession for aid. This time it is for the United States Shipping Board.

Finding itself with nearly 1,800 ships and aslvage and surplus supplies worth several hundred million dollars which it now wants to sell, the Shipping Board decided that the selling problems could be best solved by the advertising men of the country. Accordingly, Herman Laue, representing Admiral Benson, chairman of the Board, invited a number of prominent advertising men to a conference at 45 Broadway, New York, on Thursday of last week.

Among those present were: O. H. Blackman, of the Blackman Company, James O'Shaughnessy, Advertising Agencies Corporation; John P. Hallman, H. K. McCann Company; Thomas Moore, Advertising Bureau, American Newspaper Publishers Association; Harry Rascover and M. R. Herman, Albert Frank & Co.; Wendell P. Colton, Wendell P. Colten Co.; H. E. Cleland, Cleland, Inc.; Frank Presbrey, Frank Presbrey Company; Thomas F. Logan, Thmas F. Logan, Inc.; A. M. Briggs, J. Roland Kay Co.; G. Vernon Rogers, New York *Tribune;* H. Butterworth, New York *Times;* James H. Collins, *Saturday Evening Post;* C. B. Miller, *Maritime Register,* and W. M. Thompson, *Marine Journal.*

ADMIRAL BENSON ASKS ADVICE

The meeting was presided over by Mr. Laue. Admiral Benson was present for a few moments and spoke briefly, stating that the Board had these vessels and supplies to sell and that he had called the conference for the advice and counsel of the advertising men in order that the sale might be accomplished successfully.

In an effort to find out the amount of money which would have to be appropriated to sell the ships and material, it developed that between $2,000,000 and $3,000,000 was expended on advertising war by steamship operators before the war. Of this, between $300,000 and $400,000 was for the Hamburg-American Line, which was the largest individual advertiser. The amount being invested now is not known, but is considerably less as passenger services are so crowded that advertising is unnecesary to fill the ships. Daily newspapers were found to give the best direct results, while magazines were said to be used mainly to create general interest in travel.

SPENDS $1,000,000 WITHOUT PLAN

At present the Shipping Board through its agents and directly from Washington is spending in advertising about $1,000,000 without any definite plan.

After discussion it was agreed to make a general survey to cost $50,000 and plan through four committees of specialists in the interests to be promoted. Mr. Laue was named honorary chairman and O. H. Blackman, chairman. The following are the committee:

Freight and passenger advertising—Albert Frank & Co., Wendell P. Colton, Frank Presbrey, Collin Armstrong.

Surplus property advertising—Federal Advertising Agency, Thomas F. Logan, Inc., and H. K. McCann Co., Frank Seaman, Inc.

Selling ships — Stanley Resor, J. Walter Thompson Company, who will appoint other members of the committee.

Selling merchant marine policy to the public—William H. Johns, George Batten Co., and Paul Faust, Mitchell-Faust Co., Chicago.

Each of committees named, comprising the survey and plan board, were authorized to add to their number.

All-the-Family Farm Papers -

Letters by the hundred every day~~~ letters of appreciation and commendation~ letters asking advice on farm problems~ letters containing household suggestions~ letters of all sorts, from the fathers, mothers, brothers and sisters of our farm homes, are continually pouring in to our editorial desks.

This is unfailing proof that the sections of THE CAPPER FARM PRESS are "all-the-family" papers and they possess an extraordinary amount of reader interest.

A glance thru any edition will show the reason: They are carefully edited - to interest every member of the farm family.

And this is a fact not without great significance to advertisers!

The CAPPER FARM PRESS

(MEMBERS A.B.C.)

Arthur Capper, Publisher

Marco Morrow, Asst. Publisher

TOPEKA, KANSAS

Morgan and Pendergast Address Export Manufacturers

William Fellowes Morgan, president of the Merchants' Association of New York, and Wm. A. Prendergast, president of the New York and Honduras Rosario Mining Company and former Comptroller of the City of New York, addressed the members of the American Manufacturers Export Association at a special luncheon at the Hotel Pennsylvania last Tuesday.

Mr. Morgan outlined the work of the Citizens Transportation Committee which is overcoming the labor difficulties in this city, and urged support in its work. Mr. Prendergast made the theme of his address, "The Public's Conscience," and asked the exporters where it was in the matter of an increased fare for the transit systems; where it was in the bonus bill question, in the expulsion of the five Socialists from the State Legislature and in the present Peace Treaty debate.

The Widening Field of Poster Advertising

Goods, Commodities and Ideas Which Can Now Be Effectively Marketed Nationally Through the Aid of This Important Medium

By KERWIN H. FULTON *

President, O. J. Gude & Co., Poster Advertising Association

IT is a refreshing experience to get away from the "close-up" which is my daily lot and look at Poster Advertising in a big, broad, imaginative way. And I like the word NOW as applied to this subject.

Now is the fascinating thing; because Poster Advertising is now in the front rank of national advertising media and it has now a tremendous national influence which is fully appreciated by few people. And what Poster Advertising is now foretells what it will be.

Now, there are Poster Advertising plants in nearly eight thousand towns and this list is growing rapidly. You are all familiar with the standard "double-A" posting structure which is to be found in all of these towns. It is enough to say that the plain green moulding, the white blanking space and the steel construction, all combine to give the advertiser a perfect vehicle for his message.

First, a word about circulation. Take any one of the eight thousand towns, put up a full showing or a half showing of 24-sheet posters, and let them remain on display for thirty days. (For the benefit of those who do not know this medium, I wish to explain that the difference between a full and half showing is simply a difference of intensity or repetition. Both displays are so distributed that they cover the entire community.) I don't care what town you pick out for this illustration—during the thirty-day period you will reach at least the eyes of every man, woman and child in that town who can see, so the circulation of Poster Advertising is the population of the city or town which is covered by the posters. There is no other way to figure it.

CIRCULATION CALCULATIONS

If an advertiser posts a full showing or a half showing in New York City, he will reach the eyes of several million people. Whether he reaches their minds and their purses is another matter, which is up to him or up to his Poster Advertising counselor. Viewing Poster Advertising as a national medium, we find it has a direct circulation of over fifty-seven million. This is a conservative figure because it does not take into account the millions of transients who live outside the posting towns, but who drive into town on an average of once or twice a week. Is there any other advertising medium in this country that can offer you a possible circulation of fifty-seven million at one operation? So we have, first of all, a medium of universal appeal—posters reach the millions without regard to color, religion, education or financial circumstances.

The second point to be emphasized in our analysis is that the standard posting period is thirty days. The regular posting dates are the first and fifteenth of the month. It is entirely possible—in fact it has been done several times—to post the entire list of approximately eight-thousand towns with one particular 24-sheet design and have from 95 to 98 per cent of the displays start between the first and the fifth of a specified month. To accomplish this, time is the only essential. Given time, the rest is easy.

We must not overlook the flexibility or elasticity of Poster Advertising, because I understand the term "national advertising" to mean any advertising that is not of necessity confined to one particular city and its suburbs. The point to bear in mind here is, that the national advertiser may select for Poster Advertising the exact territory that his situation demands. He may have his posters put up in a geographical section like the "old South" or he may be guided only by population. For example, he may post only cities of over one hundred thousand or only towns of under five thousand. He may select summer resorts, winter resorts, farming towns, or mining districts. One Poster Advertising campaign included only oil-well sections. The article advertised was a drilling cable used to drill oil wells and the results were highly satisfactory. I have in mind another campaign which is now under way for a new rubber boot used by coal miners. This is a splendid illustration of the elasticity and high concentration of Poster Advertising. The 24-sheet itself was designed to reach the pocket books of coal miners and it speaks to them in their own language. If you could see it, it would mean little or nothing to you. These posters, of course, are being used only in coal mining towns, and only in those mining towns where this new boot has good distribution and where everything is set for the advertising.

FOR THE BRIEF MESSAGE

The other outstanding characteristics of the 24-sheet poster are color and pictures. Here the modern American lithographer enters and tells us that he can reproduce for us on a 24-sheet poster any picture and any color or combination of colors. Technically speaking, there is a slight exception here because I believe there are some delicate tones of lavender and purple which can be produced, but which have a tendency to fade. However, this has no bearing on my big point which is that only one or two national advertisers have "cashed in" to the maximum on the power of a wonderful picture properly reproduced on the 24-sheet poster.

Now we have before us a brief picture of this medium. We have a pretty good idea of its virtues and also its limitations. Under the head of limitations we may just as well understand that if a wordy argument is necessary to advertise and sell a certain product, Poster Advertising is not the medium indicated.

Your sales managers and advertising managers will realize that I speak of Poster Advertising as merely one cog in the wheel of marketing. You will take for granted that the other essentials are present. For example, a well developed selling organization full of energy and pep, intelligent dealer work and dealer help, and team work on the part of all selling factors. I am also assuming a painstaking preliminary investigation of the market which is to be captured through the help of Poster Advertising.

The following instances are merely types. My thought is that they may start a chain of ideas in your minds. If some random suggestion of mine shall create a new and successful poster advertiser that will be a proud moment for me.

*From an address delivered at the Associated Advertising Clubs of the World Convention in Indianapolis.

These are opportunities and they are big opportunities, but of course we all know that this kind of fruit is not ripe on the tree, just waiting to be knocked into the basket. The best opportunities after all, are those that we make for ourselves by dint of much activity in the frontal lobe of the brain.

Poster Advertising holds the promise of big dividends for the manufacturers of a wide variety of food products. One of them has been in my mind for a long time—I refer to rice: a trade-marked package rice. American women as a whole, do not appreciate rice. In the first place, they don't know how to cook it. Even the simple operation of preparing boiled rice is seldom understood in American homes. These conditions could be completely altered through the use of Poster Advertising and skillful merchandising. In fact, I believe that the persistent use of this medium would very probably change us into a nation of rice eaters.

The trade-marked prunes come under the same classification. Here is another healthful, economical food that is little appreciated. Turn on the full power of Poster Advertising and you can make prunes—your prunes—an important part of the daily diet of the American people. The constant reiteration of a pleasing and economical suggestion will eventually bring action—and then habit.

SUGGESTED CAMPAIGNS

Now we come to the big subject of fabric advertising, which will undoubtedly be one of the triumphs of Poster Advertising in the near future. It is only a question of time, for the simple reason that we can give fabric manufacturers what they most want in advertising, namely, a perfect reproduction of the texture and actual appearance of the material. Take silks, for example, here again we can reproduce anything that the artist can paint or the photographer can photograph; and never forget that all reproductions will be uniform. The same reasoning applies to any of the fabrics which are now popular, Indian Head Muslin, Woolnap Blankets, Skinner's Satin, etc.

In the spring of 1920, you saw O'Cedar on the poster structures everywhere, and I can tell you that the results were more than satisfactory.

This campaign should mean something to other manufacturers of commodities which have their biggest sale during the periods of spring and fall house cleaning. Wall paper would fall in this category, so would linoleum. Imagine a series of 24-sheet posters depicting popular linoleum patterns and driving home the name and trade mark of a certain linoleum.

This spring there was an interesting campaign in New York City. The posters advertised Young's hats and showed a good picture of the popular straw hat style for 1920. In New York about 99 per cent of the males buy their straw hats on one day. That's a little exaggerated, but the date is around May 15. The posters for Young's hats, however, went up far in advance of that date and stayed up until the season was "on."

Consider next Christmas; suppose you made a line of toys for boys. Assuming that all conditions were right, that your distribution was all that it should be, can you think of anything that would have the effectiveness of a full showing of 24-sheet posters on display from November to December 15? The effect of a 24-sheet poster on the mind of a boy is a powerful and wonderful thing, and a thirty-day showing of this character would prove conclusively to thousands of fathers that Poster Advertising gets quick results.

This same thought applies equally well to any trade-marked article that would make an attractive Christmas gift. You will recall that the Gillette Safety Razor Company carried through a Christmas gift campaign several years ago. The only words on the poster were, "Give Him a Gillette," and as I remember it, the posters were put up in every city of any importance in the United States. The results of this thirty-day showing astounded the Gillette Company. Shortly before Christmas they reported to us that their factory was running day and night, and the orders were still pouring in.

FOR CIVIC CAMPAIGNS

It was John Sullivan, secretary-treasurer of the A. N. A., who remarked the other day that democratic governments should use national advertising to reduce the cost of operation and to spread democratic ideas and ideals.

This suggests one more imaginary campaign: Let's spend a man-size appropriation this time and take a full showing for twelve consecutive months in every town which contains a Poster Advertising Plant. We are going to enlist the services of twelve of the foremost artists in this country and these twelve men are going to paint for us a series of twelve posters, each depicting some characteristic incident in the life of a great American. These would be pictures that would speak more than a thousand words. Washington at Valley Forge; Lincoln, as a boy studying by the light of a log fire; Lincoln as a struggling lawer, and Lincoln as president during the Civil War; Roosevelt as a puny, weak schoolboy and Roosevelt in his prime as president, full of strength and magnetism. Perhaps on each poster we would give just enough history to point the moral, and bring out the virile American characteristics of the man. Assuming that this campaign were carried out in some such manner as I have imagined it, don't you agree with me that our country would be a better country to live in after twelve months of this American treatment? Do you think the rising generation would ever forget the dramatic lessons of these wonderful posters? My own conviction is that the net result would be a better brand of democracy—a nation more like the one our forefathers had in mind when they signed the Declaration of Independence.

It has been my privilege to come to know most of the men who own the Poster Advertising plants of the United States. I have attended all of their conventions—I know how they regard the larger aspects of Poster Advertising. From what they have said as a body, from what they have done in the past, it is clear that they realize fully their responsibility and that they regard themselves as trustees.

These men served the country well during the war, and they are willing and anxious to do it again, if opportunity shall arise.

I believe that some day a plan will be worked out whereby American ideals and American principles of government will be advertised for a period to the people of this country, and I have no hesitation in saying that when that time comes, the men who represent Poster Advertising in all its branches, will be found on the job, ready to do their part—thoroughly.

Mrs. Sims Goes With Federal Agency

Mrs. Irene Sickel Sims, for five years assistant advertising manager and chief of copy of Marshall Field & Company's Retail Advertising Bureau, has resigned to accept a position with the Federal Advertising Agency, New York.

"Fourth Estate" Editor Dead

Edwin G. Heath, managing editor of the Fourth Estate, died on Friday of last week at his home in Richmond Hill, Brooklyn, in his fifty-sixth year.

Mr. Heath was born in Jaffrey, N. H. He was well known in newspaper offices in New York and Boston. For a number of years he was connected with the Boston *Post*, first as an executive in the news department and later as a financial writer. He became managing editor of the Fourth Estate in 1918. Following services last Sunday the body was taken to Jaffrey for burial.

100 Newspapers Cooperate

One hundred daily newspapers of the country, "without print paper supply, and largely dependent on open market purchases," have arranged to organize the Publishers' Purchasing Corporation under the laws of Delaware for cooperative buying of print paper and paper mills, it was announced in New York last week.

Officers of the new corporation include: W. L. Pape, Waterbury *Republican*, president; W. W. Weaver, Durham, N. C., *Sun*, vice president; Jason Rogers, New York *Globe*, treasurer, and George W. Marble, Fort Scott, Kan., *Tribune-Monitor*, secretary. An executive committee, with Jason Rogers as chairman, was elected.

Keeping Up With The Times

A FACT A WEEK

"And The TIMES alone brought us a bigger volume of business than we had anticipated from the two papers we intended to use."

It often happens that wisdom is forced upon us. This advertiser was worried because his ad had been left out of another paper. He has ceased to worry.

The Washington Times,
WASHINGTON, D. C.

Big Campaign to Advertise Brooms

Representatives of the broom industry have completed plans for a three-year publicity campaign to advertise the romance of the kitchen utensil. At a meeting in the Tuller Hotel, Detroit, $100,000 was raised by subscription toward the quarter of a million fund necessary. H. R. Kelso, manager of a broom firm in Lincoln, Nebraska, promoted the scheme, which will be sponsored by the Allied Broom Industries, with headquarters in Chicago. The campaign will interest every branch of the work, manufacturers, broom corn dealers, supply dealers and broom handle manufacturers.

Three More Accounts for Wood, Putnam & Wood

Wood, Putnam & Wood Company, Boston, Mass., has secured the accounts of the Rogers, Lunt & Bowlen Company, makers of silverwear, in Greenfield, Mass.; the C. J. Bailey Company, manufacturers of rubber specialties, and of the Butcher Polish Company, both of Boston.

Drake Now With Campbell-Ewald

John A. Drake, who left Detroit recently to join the staff of the Martin V. Kelley Company, Toledo, Ohio, has resigned and has become associated with the Campbell-Ewald agency.

Miriam Teichner With Detroit "News"

Miss Miriam Teichner, formerly with the New York *Globe*, has joined the Detroit *News* as a feature writer.

Six New Accounts for Power, Alexander and Jenkins

The following accounts were recently acquired by the Power, Alexander and Jenkins Company, Detroit:

Mid-West Chemical Company, Detroit, manufacturers of the general disinfectant, Puri-Fi, using a newspaper list in middle western states; Miami Conservancy District, Dayton, Ohio, farm papers and newspapers to sell a list of Miami Valley farms taken in the course of conservancy work; Howe Lamp and Manufacturing Company, Chicago, using national mediums and trade papers; Michigan State Auto School, Detroit, using national and farm mediums; Jewett Phonograph Company, Detroit, campaign now being prepared; Happy Home Products Company, Detroit, electric dishwasher and other household appliances, campaign now being prepared.

Green-Lucas Man Will Teach Advertising

H. K. Dugdale, one of the account executives of the Green-Lucas Company, Baltimore, has been chosen as instructor of a course in advertising which has been added to the curriculum of the Baltimore Business College.

Mystic Cream Account With Kelley

The Mystic Cream Company of Middletown, New York, makers of vanishing cream, has placed its advertising with the Martin V. Kelley Company, which is handling the account through its New York office.

N. Y. "Tribune" Sporting Writer Dies

A. C. Cavagnaro, popular sporting writer on the New York *Tribune*, succumbed to appendicitis last week after undergoing two operations at the Methodist Hospital in Brooklyn. He leaves a wife, father and mother.

Appointed Associate Editor, "Material Handling Cyclopedia"

R. C. Augur, formerly with the Federal Shipbuilding Company and many years in the transportation field, has been appointed an associate editor of the *Material Handling Cyclopedia*, published by the Simmons-Boardman Publishing Co.

Axle Account With Brooke, Smith & French

The Russell Motor Axle Company of Detroit has placed its advertising account with Brooke, Smith & French in that city.

Perry-Dame Account with Levin Co.

The advertising account of Perry Dame & Co., the Standard Mail Order House of America, has been placed with the Charles D. Levin Co., New York.

Establish in New York and Chicago

"Ten Men From Texas," representating *Holland's Magazine, Farm and Ranch* and other periodicals in the Southwest, have opened permanent offices at 1 Madison Avenue, New York, and at 616 South Michigan Avenue, Chicago.

Joins "Woman's Home Companion"

John J. McCall formerly with *Vogue*, is now connected with the Crowell Publishing Company, serving on the eastern staff of the *Woman's Home Companion*.

Holt With "Farm and Fireside"

Russell Holt, formerly with the Chilton Company, recently joined the eastern staff of *Farm and Fireside*.

Richmond Agency Erects Building

Cecil, Barreto & Cecil, Inc., Richmond, Va., advertising agency, is erecting at Twelfth and Bank Streets in that city a six story building which will house the company and its related organizations.

Besides the staff of a modern advertising agency, the building will contain an art department, photo-engraving plant, color-plate plant, typesetting plant, photographic studio, stereotyping plant, electrotyping plant, matrix making plant, albatyping plant and multigraph department. The concentration of the diversified activities makes the plant unique in the field of advertising production in the United States.

About August 1, the advertising agency of Cecil, Barreto & Cecil, Richmond, Va., will open in New York City with offices in the Morlin-Rockwell Building, 46th Street and Madison Avenue.

Don Perkins, New England Manager for "Cosmopolitan"

Don Perkins, formerly of *Motor Magazine* and *Hearst's*, is now New England manager of *Cosmopolitan* with headquarters in the Little Building, Boston.

Vanderhoof & Co. Gets New Accounts

Vanderhoof & Co., Chicago, has secured the accounts of the Universal Glove Co., Toledo; Graham Bros. & Co., Chicago, soaps; and the Tone-o-graph Sales Corporation, also of Chicago.

Batten Will Advertise Society Brand Clothes

The advertising of Society Brand clothes manufactured by Alfred Decker & Cohn, Chicago, formerly placed direct will now be handled through the Chicago office of the George Batten Co.

Barnett Takes Dorrance's Place

Joseph Barnett who is connected with the Chicago office of *Cosmopolitan* is now covering the Detroit territory for that magazine, succeeding Sturges Dorrance who is now vice-president of Thomas F. Logan, Inc.

Leonard Drew With "Cosmopolitan"

Leonard Drew has left the Penton Publishing Company of Cleveland to join the advertising staff of *Cosmopolitan* with headquarters in the New York office. Mr. Drew's territory will comprise sections of New York State and New Jersey.

O'Brien to Direct Olds Advertising

Thomas T. O'Brien, manager of the truck department of the Olds Motor Works, Lansing, Mich., has been placed in charge of all sales promotion work for that company including the advertising department.

Eight New Accounts With Tracy-Parry

Tracy-Parry Co., Philadelphia, has secured the following accounts: Strauss, Royer & Strauss, manufacturers of middy blouses in Baltimore; Perma-Loc Mfg., Wilkes-Barre, Pa., automobile supplies; Smith, Kline & French, Philadelphia, wholesale druggists; Franklin D'Olier Co., Philadelphia, cotton yarns; Henry Maillard, Inc., New York, confectioners; J. & J. Slater, New York, shoes; Elgin Silk Waist Co., Philadelphia, and Walker Bros. Co., Syracuse, N. Y.

Triffit Will Advertise Rex Products

E. L. Triffit has been made head of the advertising and sales promotion department of the Rex Mfg. Co., Connersville, Ind. Triffit was formerly advertising manager of the Roderick Lean Mfg. Co.

Willys Heads Republic Truck Co.

John N. Willys has been elected president of Republic Motor Truck Co., to succeed F. W. Ruggles, who has retired from the company. Last November, John N. Willys, F. R. Ruggles and W. J. Baxter acquired a controlling interest in the Republic Truck.

Made Assistant Advertising Manager of Briscoe Car

Eric B. Flippen has joined the Briscoe Motor Corporation, Jackson, Mich., in the capacity of assistant advertising manager. Flippen was with the Street Railways Advertising Co. up to the time of joining the A. E. F. in 1917.

George W. Perkins, Super-Salesman

Styled "financier, politician and public servant" in the obituary notices, George Wallbridge Perkins of New York who, on June 18, paid, with his death, the penalty of overwork, was primarily and essentially a salesman. Starting out in his 'teens after a short five years of schooling and a year or two more of "clerking" he began to sell insurance. Before he had finished the job he had sold himself into the first vice-presidency of the New York Life at $75,000 a year and refused a partnership in the firm of J. P. Morgan & Company. This he later accepted, in 1900, at almost double $75,000 a year. Turning his attention to public service, he sold to New York City and State the great Palisades Park. Drawn into the maelstrom of politics he became a dominant factor in selling to the country the Progressive movement of 1912. Accepting the call to duty that the war brought to America's business leaders, he gave his all to the task of selling to the public the Y. M. C. A., on one hand, and the food economy policies of the government on the other. It was overwork in this service that brought about his death a week ago at fifty-eight years of age. From the very bottom up, he had built his success and his reputation on sales and the same selling genius that startled his superior officers in the Denver office of the New York Life at the beginning of his career won him national approbation before its close.



Service that serves



This letter shows what Lesan Service means. The co-operation here spoken of as effective in gaining distribution for U S L Batteries is typical of our day-in and day-out service to clients.

May 1, 1920

H. E. Lesan Advertising Agency,
440 Fourth Avenue,
New York, N. Y.

My dear Mr. Gordon:

Your suggestion contained in your letter of April 1st is very much appreciated. (Outlining plan to obtain dealers in new cities.)

You will find attached a complete list of the towns in which we would like to obtain representations, but have none at present. * * *

We have obtained a number of very good leads in the past *through your assistance*, and I think that by tackling the whole field on this basis we will probably succeed in accomplishing excellent results.

With kindest regards, and assuring you of our *appreciation of this cooperation*, I remain,

Yours very truly,
(Signed) H. A. Harvey,
Manager, Service Station Sales

U. S. Light & Heat Corporation

H. E. LESAN ADVERTISING AGENCY, INC.
440 Fourth Avenue - - - - - New York City
Republic Building - - - - - - - - - Chicago

Advertising to Endow "Jimmy Pipe" With a Personality

(*Continued from page 6*)

A class of advertising which the Demuth Company considers most valuable is that which goes into the college papers. Every college man who smokes, smokes a pipe. He may also smoke an inordinate number of cigarettes and even indulge in a cigar on special occasions but the pipe is part of college tradition and the average undergrad is strong on tradition. College men are heavy buyers of pipes—particularly of high grade pipes. In the eastern universities they are very apt to be buyers of imported pipes, unless they can be headed off by the insistent advertising of the *ne plus ultra* qualities of the American made product. Demuth advertising of W D. C. pipes is heading them off, it is declared.

But it ought to do more than that and, if successful, is doing more. The college man at the average college age is just forming his smoking habits. At the same time he is going through a period when a man is most fussy about having the "right" thing. If this advertising is successful it is going to induce college men to form the habit of thinking that the W D C pipe in some style or other and some grade or other is the right thing—and the habit is going to stick through after-college life.

REACHING THE DEALER

Of course, through all his interest in reaching the consumer the wise pipe manufacturer does not neglect his dealers. Trade paper advertising is an important branch of the campaign. Typical Demuth advertisements in the tobacco trade papers emphasize the fact that the sale of a Demuth pipe makes of a smoker a permanent customer and of a customer a friend. The "Pipe Organ," an interesting little house magazine featuring helpful hints for dealers, is sent out through the trade every month.

Some of the copy and illustration used in Demuth advertising is reproduced in these pages. It is clear, clean, catchy and to some extent, distinctive copy, but readers will probably accept the statement that it could be all too correctly cited as typical of pipe advertising in general. It does its work well, it registers on the reader's mind the fact that W D C is the hallmark of quality, it is well calculated to impress the reader that the W D C is the "right" pipe smoked by the "right" people; but does it capture the imagination with the grip that *Tobacco's* critic obtains with his suggestion of copy for a hypothetical campaign?

Imagine what effect a series of pipe advertisements would have dealing by successive steps with the progress of the pipe from the raw or natural wood to its finished state. What a romance we would find in the ordinary briar, and what an impetus would be given to the sales of the better class of pipes. What the pipe-maker needs to do is to humanize the pipe—to make it the friendly, lovable thing it is, instead of the lifeless and uninteresting piece of carved wood that the usual pipe copy shows it.

Think of the romantic associations that cluster round the venerable crusted bowls of Mark Twain, James Barrie or Arnold Bennett. Why, their very names are redolent of restful nights, of keen enjoyment and quiet content with pipe and book beside an open fireplace. *The pipe as an aid to clear thinking*—there's a copy theme for you.

Other prolific sources of material are to be found in incidents of the trenches, camping, hunting and general outing experiences, while smoking habits of great men from Sir Walter Raleigh downward might be drawn upon for a series of unusual, interesting and influential pipe copy. The force of a good example! Who can measure it? How many men have been influenced to try the pipe by the serene figure of Sir James Barrie, which appears on the labels of Craven Mixture? Or by the sigh of Sherlock Holmes in his familiar dressing gown and the inevitable pipe? After all, if we except his razor, few things get closer to a man's affections than a well-seasoned briar. The fealty paid to a tobacco is, in comparison, slight and transitory. It may be one brand to-day and another to-morrow, but to the old pipe he remains faithful to the last until it is lost, broken or burnt out.

A PIPE AMONG PIPES!

It may be true that the tobacco manufacturers are, of necessity, calling upon rich resources like these to sell the pipe to the smoker. Isn't that all the more reason for tying up with their campaigns by utilizing such wealth of material to sell particular lines of pipes to the smoker? I wonder.

The writer of this article has a pipe that has sent blue smoke curling up from its scarred bowl toward the blue skies of France, that has warmed his nose in walks along frosty English counrty roads, that has cheered him in dingy smoking compartments of trains speeding across the dikes of Holland, that has choked him with the vile fumes of "Hindenburg mixture" under the black gaze of sour Hanoverians. He smokes in it to-day a nationally advertised brand of good Yankee tobacco that is kept dry and sweet in a smooth-worn brown leather pouch purchased from a little old Frenchwoman in a mill town back of the Somme that was afterward bombed and shelled to a fare-thee-well. It isn't much of a pipe. It isn't of any particular brand that the writer is acquainted with. Only a sense of loyalty prevents him from admitting that he gets a better, sweeter smoke from a "replacement" pipe of a nationally advertised American brand that cost about seventy-five cents.

But he isn't smoking just a pipe. He is smoking a pipe and associations—memories. Its blue smoke is redolent with the poetry of adventures in which it has been a partner. Its smoke rings are sonnets to memories.

ADVERTISING ASSOCIATIONS

Now every man cannot have a pipe like that, but, I maintain, into every man's pipe can be ingrained associations with the romance of pipe smoking that will give it almost as much value to him. No activity of man has such a background of romance as pipe smoking, and that background can be as easily brought into the foreground and tied up with a particular brand of pipe—by advertising. Only the proper copy is wanting to make "our No. 23467" the pipe of Mark Twain, Arnold Bennet, Sir James Barrie and Sherlock Holmes—and heir to all the pipe romance of the ages.

There are other angles to the sales possibilities of pipe advertising that cannot be taken up here for lack of space. I have what I call a "replacement pipe" while my old "chief pipe" is still very much in action. But then I am a veteran pipe smoker. How many other men have "replacement pipes" to call into use while the "old chief" is being given a lay-off to enable it to sweeten up? How many men recognize the need of giving their pipes such a lay-off? There are tremendous sales possibilities here, particularly for the sale of that not-as-good-as-the-best grade of pipe that must be pushed off the dealers' trays in such large numbers in proportion to the sale of premier, connoisseur's grade pipes.

But why talk of "grades" of

pipes when good pipes of all grades can have bestowed upon them, by the right kind of advertising, the personality that will put them across without relation to their technical pecularities? It is the association that will make the broad general appeal. The difference in price will only determine the class of buyer to which the particular pipe is to appeal. A pipe with associations—that will be a "Prince Albert among pipes"—that will be a king among pipes.

Rotogravure Merger

National Gravure Circuit, Inc., New York, has purchased the entire capital stock of the Graphic Newspapers Inc., representing 22 rotogravure sections.

Francis Lawton, Jr., formerly president of the Graphic Newspapers, Inc., has been elected second vice-president of the National Gravure Circuit, Inc. The officers and directors are as follows: S. Keith Evans, president, D. A. Reidy, 1st vice-president; Francis Lawton, Jr.; 2d vice-president, E. A. Greene, secretary, and Benjamin Wood, treasurer.

Lynn S. Abbott has been appointed manager of *Motion Play Magazine* and Joseph V. Sloan, formerly with Associated Sunday Magazine, is traveling field representative in charge of circulation.

The capital stock of National Gravure Circuit, Inc., is $250,000.

Painter Heads Standard Units Corp.

John G. Painter, for some time sales manager of the Continental Motors Corporation, Detroit, is now president of the Standard Units Corporation in that city.

"A. & S." an Ideal Text Book

Editor, ADVERTISING & SELLING:—My brother, who is in charge of the advertising class in our school, has asked me to write you to request you to stop delivery of your magazine with the June 26 issue.

This will leave about five weeks of our subscription unfilled and we would greatly appreciate it if you would permit us to complete our subscription next September when our school reopens. As school will be closed during July and August you can readily see that we have no use for the 40 copies each week.

When the present subscription expires it is the intention of the school to give you another forty subscriptions for the ensuing school year, as your magazine has found favor as an ideal text book for our class.

Thanking you for your courtesy in this matter, we remain, John M. Martin, Registrar, Knights of Columbus Free School for Service Men, Milwaukee, Wis.

Advertising Women Hold Outing

The League of Advertising Women of New York City held an outing at the Dunwoodie Country Club on Tuesday. After golf and games, dinner was served. In the evening a dance was held; a colored band entertaining with singing as well as playing.



When Petroleum Village Moved West—

THE wells ran dry. Then oil was discovered over the hillside. Within a month, Petroleum Village had moved ten miles west.

Only a little village! A change of only ten miles! Yet none too small to escape the all-seeing eye of RAND McNALLY.

Thousands of RAND McNALLY correspondents make painstaking, scholarly reports of every new dot and dimple in the world's countenance—new boundary lines, population, changes in post offices—*everything!* Changes in the RAND McNALLY COMMERCIAL ATLAS OF AMERICA alone number more than 65,000 yearly!

Few people have any idea of the scope and bigness of RAND McNALLY. To say that this is the world's largest map maker is to tell only half the story.

If you want a map of New York City or of Palestine —RAND McNALLY makes it. If it is a Biblical atlas or a map of *North America During The Great Ice Age,* RAND McNALLY makes it.

Political maps, physical maps, climatic maps, historical maps, classical maps, language maps, globes, atlases and map-tack systems for every use and every country are made by RAND McNALLY.

Do you use maps often enough?

RAND McNALLY & COMPANY
Map Headquarters

536 S. CLARK ST., CHICAGO 42 E. 22ND ST., NEW YORK

RAND McNALLY Indexed Pocket Maps 1920 Edition. A series of large scale maps, size 21 x 28 inches each, showing clearly all cities, towns and villages, railroads, electric lines, county boundaries and names, mountains, rivers, lakes, etc. Each map folded to convenient pocket size with cover and accompanied by complete index giving location and population of all places, and information regarding the railroad, express, telegraph and mail facilities of each.

On the reverse side of each state map is a very clear and comprehensive map showing in red the main highways.

All States—All Canadian Provinces. **PRICE 35c each.**

News stands, book stores, drug stores and cigar stores have the map you want or will get it for you.



Purging the Country Weekly

The country weekly, a medium of unquestioned value in any considerable advertising campaign, is shown in its modern aspect, in the accompanying letter, written by N. A. Huse, Vice-President of the American Press Association, to H. S. Wauters, of Lowe Brothers Company, of Dayton, Ohio, which, in a human sort of way, tells a story of genuine interest to those of the advertising fraternity who are striving to elevate their calling to the dignity of a profession:

"Did you ever shoot prairie chickens on the plains of the west? No sport in this world has anything on a chicken hunt for thrills and genuine joy. You get up at 4 a. m. to be in the hills by daybreak—the birds roost on the hilltops at night—so that the dogs can get the scent while the dew is still on the grass; that's the time a dog loves to hunt just after dawn while the dew is still on the grass, before the blistering dead heat of midday has taken the fun out of loping back and forth across a wide range

"If you've had the grand and glorious feelin' of seeing a red Irish setter come to a point and a moment later, at your signal, flush first one gray feathered prairie chicken and then another; if you've heard the whir of wings as the covey rose and if you've watched those birds over the end of a shotgun as, one by one, they floated away; and if, after all that, your barrel has barked and you've seen one and then another fowl crumple up and drop with a thud into the gray grass; if, in the cool, dewy dawn of a September morning you've had that ecstasy, then you'll understand, as only a chicken hunter could understand, why a certain country editor a few years ago journeyed out into the cattle ranch country of open spaces in the west, on his annual chicken shoot.

"And you'll understand how it came about that this country editor and his party stopped for the night at George Hollister's ranch house, thirty miles from a railroad, and how the editor slept that night in a hayrack full of hay and mosquitos, and everything.

"And knowing that, you'll know how it came to pass that this country editor was brought to a realization of the wicked and criminal thing that he himself had been guilty of and which had started well on the way to disfiguring for life a little 3-year-old girl who lived at the ranch and had never done this editor any harm.

"Helen Hollister, aged 3, was cross-eyed. The country newspaper man asked her mother if anything had been done to correct the child's misfortune.

"'Yes, we're treating with Doctor Blank,' her mother said. 'He says Helen's eyes will come around all right in time.'

"The newspaper man had had experience with eyes of this kind and he knew that cross-eyes never correct themselves unassisted; and that if the condition were allowed to go on until the child was a dozen years old, the muscles would become so fixed that nothing save an operation would effect relief. He knew that if proper glasses were fitted now, those eyes might be straightened and lifelong disfigurement prevented. He also knew that Dr. Blank was a quack of the first water, who knew nothing about eyes, and that the case in hand was one for a competent specialist; also that there was no eye specialist nearer than Omaha, which was 250 miles away.

"'Dr. Blank is wrong,' the visitor said. 'I've had experience in my own family with this sort of thing and I know. The little girl should be taken to an eye specialist. Why did you go to this man?'

"Then he was floored. 'Why we've been reading your paper for years and Dr. Blank advertises in your paper every week that he can cure weak eyes, deafness, gallstones and what not. That's why we went to him and we have faith in him and expect to go right on letting him treat those eyes.'

"It required a lot of persuasion and argument on the part of that country editor to undo what his own paper had done—to destroy the confidence in a quack doctor which his own advertising columns had established out on this ranch, thirty miles from Nowhere. In the end the editor's personal appeal prevailed and he himself journeyed to Omaha and back with the Hollister family to consult a noted specialist, who properly fitted a pair of glasses to little Helen's eyes with the result that today those eyes are perfectly straight. They've been saved.

"It might be added in passing that the country editor who figured in this incident went home and took Dr. Blank's cure-all claims out of his paper and made a resolution that he'd be pretty sure of the integrity of advertising inserted in his columns in the future. He had not fully realized how implicitly the families who took his paper year after year believed in its editor, nor how they accepted every work in that paper—news, editorial and advertising—as coming from him personally, with his endorsement; he had not realized how his readers banked on his paper—and ruined their children's eyes on it—because of their absolute faith in him."

The Make-up Man Rises to Remark

Editor, Advertising & Selling:

The writer who happens to be an unfortunate make-up man wishes to make a little comment on the article which appeared in Advertising & Selling of June 5, entitled, "Placarding the Sins of the Make-up Man."

He begins by saying that there are at least two occasions upon which all advertising men use strong language and do not feel it necessary to plead justification. In reply, let me say that this is at least one occasion where the make-up man is given little consideration. If some of these gentlemen could only appreciate what some of we, so-called sinners, have to contend with, they would then realize that we are their friends making every human effort to deliver their message in a way that will make it as attractive and advantageous as possible.

Of course, irregularities are often bound to crop up and the make-up man, like everybody else, is not infallible, as he also is a human being. However, he is not always responsible for the many things that do happen which mar the value of intelligent advertising.

One instance which I am about to relate is still fresh in my mind.

A make-up man spent part of the night at the print-shop putting an issue to press and to make doubly sure that things were right he waited for press proofs. Everything appeared to be O. K. when he looked them over.

While on his way home, a certain correction occurred to him, so he went back again. As he was waiting at the foreman's desk his eyes glanced at a press sheet of his publication lying on the floor. Picking it up, he noticed that one of the cuts was upside down, although he remembered passing on it and that it was O. K. in one of the earlier sheets. On investigation, it was found that the pressman later on, after running a number, had to underlay the cut, and putting it back, turned it around.

This is one of the many things that keep make-up men awake nights.

In conclusion let me say we need your cooperation and that you will find we are always ready to make any sacrifice in order to render the service the advertiser expects. Joseph J. Menkes, 435 Logan street, Brooklyn, N. Y.

New Accounts for John O. Powers Co.

The John O. Powers Company, New York, has secured the accounts of Harold M. Bennet, United States agent for Carl Zeiss Prism Binoculars and Lenses, and of Samuel Kanner, New York, advertising his Slyde Stroke Stropper.

When It Didn't Pay to Advertise

The attention of advertising men who have thought that the "Q. E. D." was long ago written under the proposition, "It pays to advertise" is directed to the sad predicament of dealers in two nationally advertised brands of chewing gum as reported in the New York newspapers recently. According to this story, a Federal tax sleuth operating in Gotham has made himself a candidate for a Treasury Department gold medal by discovering that these brands, because one advertises on the wrapper that it is "good for the throat" and the other that it is "good for the digestion," come under the operation of the revenue tax on patent medicines and should be taxed a penny a package as such. Brands not thus labelled can be chewed without enriching the government. While the dealers are busy counting up the number of packages they have sold since the law came into effect, they are having second thoughts on the axiomatic quality of the "pays to advertise" axiom.

A. Mitchell Palmer Sells His Paper

The Stroudsburg Printing Company, Stroudsburg, Pa., owned by Attorney General A. Mitchell Palmer and Charles L. Drake, who publish the *Times Democrat, Weekly Times* and the *Mountain Echo*, a summer publication, has been purchased by a syndicate consisting partly of men back of the *Daily Record* of that city. N. A. Frantz, long identified with the Monroe Publishing Company, owners of the *Record*, is the new president and general manager of the Stroudsburg Publishing Co.



Thousands of Children are Starting for School in September

THEY are looking forward to it with joyous thrills, mingled with dread. The mothers are almost as excited as the children. "What if the teacher is not kind? Suppose she does not understand the child? She has so many to deal with—what if she overlooks this one?"

September Red Cross Magazine Will Be Built For Parents

Angelo Patri has written an article explaining what a parent should think about before sending the child to school this Fall. This great human subject is one of tremendous interest to all parents who are trying to bring their children up right.

Ten Million Members of the Junior Red Cross

The constructive things that the Junior Red Cross is doing is news to the average person. In this issue will appear an article interpreting the progress and growth of this wonderful organization to develop the child. Under Red Cross leadership, ten million children are assuming responsibilities of launching and financing health centers, clinics and other progressive movements, which is causing them to develop breadth of character, besides accomplishing a noble and important work for America.

There will be another of the Billy Brad stories by Ellis Parker Butler. For the children themselves, Thornton Burgess has written another Peter Rabbit story, and Harrison Cady has made the pictures.

This Creates a Splendid Background For Advertising Intended to Interest Parents and Children

In this issue, the "Greatest Mother in the World" reports her accomplishments with the children—that the parents of America may be inspired and encouraged. It is peculiarly in line with Red Cross Magazine's policy that the children should get so large a share of attention.

It is not only appropriate that the Red Cross should do this thing, but that it should do it *well*. It is an essential part of the peacetime activities of the Red Cross.

Parents who sense the responsibility of their trust will eagerly read these articles. The children of the Junior Red Cross will see to that. The intense interest of ten million boys and girls in the Junior Red Cross will make them call the parents' attention to this issue for some time to come. It is seldom that such a double-barreled opportunity is offered advertisers to deliver their advertising message with such a powerful medium. These readers, these parents of America, will eagerly follow the inspiration of the Red Cross specialists in child work.

The Red Cross Magazine for any month furnishes advertisers an unusual background of confidence. Of course we censor all advertising.

ADVERTISING FORMS CLOSE JULY 15TH

THE RED CROSS MAGAZINE - *The Magazine of America*

Published by the American Red Cross
AT 1107 BROADWAY, NEW YORK CITY

Boston
JOSEPH J. LANE,
Little Bldg.

Chicago
COLE & FREER,
Peoples' Gas Bldg.

San Francisco
EDWARD H. KIMBALL,
Crocker Bldg.

Analysis Takes Its Place in Advertising Service

(Continued from page 22)

investigation of this kind covered a period of four months and required over 7,500 interviews with housewives. All of this material is carefully tabulated and made available for constant use.

Human beings, when you average them up, are surprisingly alike, and human impulses are a fairly constant quality. It has been found, for example, that the percentage of unstamped letters mailed annually in Paris and London is about the same year after year. Insurance companies have found that it is possible to tell with almost mathematical accuracy what Mr. Average Man will do under certain conditions. Buying habits have been pretty systematically catalogued by our successful merchants and the experience of advertising men is not far different.

BUYING ADVERTISING SPACE

In selecting advertising media, the list of factors to be considered is too long to be completely enumerated here. The space-buyer must know what kind of people read the publication or pass this poster. What mood are they in when they see it? Are they looking for information or amusement? Does this magazine appeal to men or women? How much influence does this medium exert in the home of the average subscriber? Why do they take it? Are the readers prospective purchasers of our goods? Are the billboards at the curves in the road or simply along the side? In these street cars do the passengers ride along the side and face the advertising cards or do they look toward the doorway? Is this city enjoying exceptional prosperity on account of unusual industrial activity or should that newspaper be cut from the list because of poor local buying conditions? Buying blank, white space for advertising messages is a business in itself and requires careful analysis and a full measure of experience.

LAYING OUT "COPY"

We endeavor so to design all our advertising matter that each piece, though different, will have an unmistakable resemblance to every other piece and give all our advertising material a style and character which is distinctive. Every advertisement approaches the same point from a different angle, but always with a reiteration of the same fundamentals and a final arrival at the same conclusions. We have a definite skeleton on which all our magazine advertisements are constructed, so that once we have determined upon the idea which is to be featured in any particular advertisement—oranges in the lunch box, lemon pie, or any other suggestion—we have only to superimpose it on the same "stock" foundation and the completion of the advertisement then becomes almost a matter of following a given formula. To make this more clear, note some of the things which govern the laying out of Sunkist "copy," as it is called.

The basic reason for advertising oranges and lemons is to increase the per capita consumption of these two fruits,—not simply those marked "Sunkist." In other words, to make citrus fruits so attractive, so desirable and so useful that those who do not now use them regularly will begin to do so and that those who do use them will use two where they now use one. Nature has provided us with an instinctive desire to eat anything and everything that tastes good. Although we are reasoning creatures, our instinct is stronger than our reasoning in choosing what we shall eat. A man who uses tobacco does so not because it is good for him but because he likes it.

In Sunkist orange advertisements the dominant appeal is directed toward the reader's appetite. This appeal is handled by an attractive main illustration with a few lines of suggestive copy. The secondary appeal in advertising is that of healthfulness. Oranges are not only good but good for *you*. It is a fine thing to be told that something you like is healthful. If it could be established that the use of tobacco, for example, was beneficial, the consumption of tobacco could be increased tremendously. The healthful quality of oranges is difficult to picture but can be convincingly stated in the text mater. The health value of oranges appeal to our reason as a cause for eating more of them, and healthfulness, therefore, is second in importance to their delicious qualities. Hospital patients average an orange every three days while the average consumer eats an orange only once in eight.

Catalogue Writer

WANTED—A capable and experienced catalogue and circular writer, especially qualified in this line of work.
Apply by letter only and state fully nature of experience, age, education, and salary expected.
All applications will be treated in strict confidence.

RALPH STODDARD, Secretary
THE DE LAVAL SEPARATOR CO.
165 Broadway, New York

"Good Housekeeping" Changes Closing Dates

The publication date of *Good Housekeeping* is being changed to the 20th of the month preceding, instead of the 29th. This changes the closing dates to as follows: Color forms close 15th of third month preceding, first black and white forms close 25th of third month preceding; and final black and white forms close 1st of second month preceding the issue.

Fred Millis Made "General Sales Manager" of Indianapolis—Junior Chamber of Commerce Organized

Col. J. B. Reynolds, general secretary of the Indianapolis Chamber of Commerce announced today that the general program for making Indianapolis the best appreciated city in America, which was formulated by the convention board of the Indianapolis Advertising Club, has been taken over by the Chamber. In this connection, he announced the appointment of Fred Millis as director of promotion for the Chamber, to be in general charge of the execution of the program.

Mr. Millis served as the executive secretary of the convention board which represented the advertising club in entertaining the recent worlds advertising convention in this city. He had received leave of absence as assistant advertising manager of the Indianapolis *News*, in order that he might devote his entire time to the convention board's plan because it was announced in the beginning that a program for making Indianapolis the best appreciated city would be formulated and set in motion in connection with preparations to entertain the convention. Mr. Millis has been secretary-treasurer of the Newspaper Department of the A. A. C. of W. for two years.

Charles F. Coffin, president of the Chamber of Commerce, was one of the most enthusiastic supporters of that program and in conference with other officers of the Chamber, before he departed to attend the International Chamber of Commerce meeting in Paris, he expressed the desire that the spirit of community cooperation which had been itensified through the efforts of the convention board, might be enlisted in a continued and enlarged campaign for the advancement of Indianapolis.

The plan for the creation of a Junior Chamber of Commerce, advanced by Col. Reynolds and approved by the board of directors yesterday is a part of the enlarged program and the organization of this department will be one of the first duties assigned to Mr. Millis. It is expected that at least 1,000 of the younger business men will be enrolled and that by engendering in them the spirit of service to the community, undeveloped resources for the advancement of Indianapolis will be cultivated.

"I have been observing closely the work that Mr. Millis has done for the convention board," said Col. Reynolds, "and I feel that we are fortunate in being able to interest him in continuing in public service. It is our thought that ultimately we will develop what may be termed a 'sales department' for the city of Indianapolis, with Mr. Millis as the general sales manager and with a staff of men engaged in 'selling' Indianapolis to the rest of the world.

"In the meantime we must complete the work which the convention board has so well started—that of getting Indianapolis ready to be 'sold.' The coordination of many city activities, the improvement of some of our local conditions, the education of our own citizens as to the natural advantages of Indianapolis, the development of Indianapolis as the center of distribution—these and many other activities are open to us and we purpose to use the present awakened civic spirit resulting from the coming of the advertising convention, to keep the wheels of progress moving."

Mr. Millis had been with the Indianapolis *News* for four years as assistant-ant advertising manager. He is a native of Indiana, having been brought up at Crawfordsville. He graduated from Hanover College and later taught school for one year at Noblesville. He then became a reporter on the Indianapolis *Star*, later business manager of the Terre Haute *Spectator* and finally advertising manager of the Houston, Tex., *Chronicle* before coming to Indianapolis.

Mr. Millis was loaned by the Indianapolis *News* to the convention board of the Associated Advertising Clubs of the World, serving as executive secretary. In this capacity he had direction of the campaign put on by the local board for the purpose of selling Indianapolis to itself and to the outside world.

Vice-President L. C. Huesmann announced the following to serve on the Junior Chamber of Commerce Committee: Frank C. Jordan, chairman; Walter C. Marmon, Merle Sidener, Wallace O. Lee, Geo. N. Dickson, Lucius M. Wainwright, Fred Hoke, W. L. Elder, Rev. F. S. C. Wicks, R. H. Kemper McComb, W. J. Mooney, Sr., Eugene Foster, Felix McWhirter, F. O. Belzer, Brodehurst Elsey.

Rollins Joins N. W. Ayer & Son

Carle Rollins has left the Chicago office of *Good Housekeeping* Magazine to go with N. W. Ayer & Son.

Baltimore Advertising Services Merge

The George M. Binger Advertising Service, Baltimore, has been combined with the Deatel Advertising and Selling Service in that city.



Showing How Salesmen Can Help Deliveries



The Champion Spark Plug Company, of Toledo, Ohio, was in the same predicament recently as thousands of other manufacturers, due to the embargo on freight and express shipments. Wires were kept hot by a number of jobbers who were in urgent need of plugs for their trade.

It so happened that the sales force of two prominent New York City jobbing houses, the A. J. Picard Company and Whittemore-Sims Co., were in Toledo at the time when the freight tie-up was at its worst. These men had been invited to Toledo as guests of the spark plug company for the express purpose of seeing how Champion Spark Plugs were made, from raw materials to finished product.

While going through the plant, they noticed the congestion of freight in the shipping department—one keen-eyed salesman pointing out a case of plugs with his firm's name stenciled on it. As a joke, he suggested that they carry the case back with them and was given the laugh by the rest of the crowd when told that the box weighed over 600 pounds.

Then he proceeded to prove himself a real salesman by convincing his boss that such a feat was not only possible, but practical. He argued that if each man would carry his share, they could take the entire 2,500 plugs back with them. In the end, he won his point and when the delegation left for home that night, each man carried at least one package containing 100 Champion Spark Plugs.

It is safe to say that this is the first and only time that the Twentieth Century Limited ever left Toledo with over 2,500 spark plugs on board.

A Bromide Schedule for Sales Managers

DO your salesmen backfire? Do they try to sell you on bromides? Are their reports filled with the old, old stories to explain why they didn't get across to Mr. X or couldn't get near Mr. Y?

Here's a cure suggested by G. F. Andrews, manager of *Power*, a man who knows about all there is known concerning space selling and who has had a long course of experience with all kinds of space salesmen, including the bromide vendors. This is his plan. It seems to fit almost any concern having a large sales force, although in this case he deals with publication space.

Have a little schedule of bromides printed, with each numbered, carrying a line instructing the salesman, when he must use a bromide excuse for a failure, to write the appropriate number in his report instead of using up correspondence paper and time with the old, familiar story.

Use some or all of these bromides on your schedule.

A BROMIDE SCHEDULE

1. They said: "Our business is peculiar, etc."
2. No appropriation.
3. Appropriation all used up.
4. Business conducted according to the laws of the Medes and Persians; can't be persuaded to change.
5. Board meets next week.
6. Board hasn't met yet.
7. Board met, but subject of advertising not reached.
8. Afraid to advertise; think their competitors will steal information.
9. They don't believe in advertising.
10. Going to take account of stock and cannot advertise at present.
11. Taking account of stock.
12. Have taken account of stock, but haven't figured up yet.
13. Say they tried all of our contemporaries and got no results; won't try us.
14. They said: "We are using the Blank Journal in your field. It is just as thick as your magazine. It comes out every now and then. It is printed on white paper with black ink."
15. They said: "We can't advertise our goods, but if we had a product like Blank & Blank—right here in our village—we would use spreads every issue."
16. They said: "There were 240 pages of advertising in your last issue. If we had run a page we would have gotten about one-eighth of a minute of a reader's attention."
17. They believe in direct-by-mail matter.
18. Wrong season.
19. Out.
20. Sick.
21. Still sick.
22. Circus in town. Everything sealed up tight.
23. Sent out word he was in conference and couldn't see me.
24. Their "Big Campaign" turns out to be one-sixteenth of a page in everything; they are just spending their money, not advertising.
25. Very promising. (Just made their umpteenth promise.)

POSSIBLE RESULTS

Send this schedule out to your salesmen. If some of them take you seriously and use your suggestion they will be saving your time and theirs.

If a few realize how everlastingly tired of bromides you must be to go to all this trouble, perhaps they will be moved to redoubled efforts to send in business and not bromides—which is what we all are after.

Lake Returns to "Cosmopolitan"

Marven Lake, who left *Cosmopolitan* several months ago to join the selling organization of the Sanford Truck Company in Syracuse, has resumed his work with *Cosmopolitan*, and is covering Philadelphia and the South.

LOS ANGELES

Is the Biggest City West of St. Louis

Its Population is 575,480 according to United States Census.

Los Angeles is the Metropolis of the Pacific Coast, the home of Prosperous People, the Auto Center of the country, The Fastest Growing City in the World.

Los Angeles County is the Richest Agricultural County in the United States, and the Great Industrial Center of the Great Southwest.

If you wish to reach the worth while people of this great market use the

Los Angeles Examiner

The Great Newspaper of The Great Southwest

M. D. Hunton — 1834 Broadway, New York

M. F. Ihmsen, *Publisher*

Wm. H. Wilson — 909 Hearst Building, Chicago, Ill.

The BIGGEST Morning and Sunday Newspaper of this favored region. The Los Angeles Examiner EXCEEDS its weekday competition by 10,000 copies and its Sunday competition by 70,000 copies.

N. B.—ONE PAGE AD in the Sunday Los Angeles Examiner increased the sale of Fleischman's Yeast in this market 80%. Write us for details of this remarkable achievement, and many other similar triumphs.

With the National Advertisers at Bedford Springs

A. N. A. Convention Was "Different"—Association Celebrates Tenth Year of Constructive Usefulness

By JOHN SULLIVAN

The Semi-Annual Meeting of the Association of National Advertisers, held at Bedford Springs Hotel, Bedford, Pa., June 12 to 15, was "different." Taking it by and large, there is usually considerable similarity in convention programs—not because progress is not made in successive conventions, but because, in every body of interest, there is a limit to the range and kind of subjects that can be discussed.

But the national advertiser has, during the past year, became confronted with many new and perplexing problems. Principles have not changed: the trouble is that, in a year of extremes in advertising—particularly in volume—principles have demonstrated how merciless they are. Whatever arguments may be brought foward by publishers to show that a "book" of two hundred or three hundred pages is just as productive for the advertiser as one of one hundred or one hundred and fifty pages, the opinions voiced and experience contributed at Bedford Springs (as at Lakewood in December last) bear out the experiments made by the Association eight years ago—these experiments showing that there is a constant falling off in the efficiency of any one advertisement as the number of advertising pages increases.

So apparent has this been in actual practice that the following resolution was unanimously adopted:

WHEREAS there is an admittedly acute shortage of practically all forms of paper.

BE IT RESOLVED by the Association of National Advertisers in convention assembled at Bedford Springs.

That they urge all their members as well as all other advertisers to refrain from increasing the sizes of their individual advertisements in all the various publications as well as urging that extreme care be used in preparing mailing lists for direct-by-mail advertising and house organs, using the selective method rather than the broadcast method in these latter forms:

Further be it the recommendation of this Association that they urge their members as well as all other advertisers to consider the fact that dominance is but a matter of relevance—or, to make it concrete, if each double-page advertiser during this crisis reduce to a page, every full-page advertiser reduce to a half-page, and so on, thousands of tons of paper will be saved.

"Dominance is but a matter of relevance . . ." That cannot be successfully disputed. One doesn't have to ballyhoo in order to attract attention. An exquisitely achieved statuette by a master may dominate a room more than a statue of gigantic proportions having no other claim than mere size for attention.

While there has been a lessening of reader attention and response ,costs of space, printing, lithography, service, etc., have been mounting. In other words, both ends—increased costs and decreased response—have been operating against the middle—the advertiser.

And so there has come about need for the examination of old values, the appraisal of old values, the discovery of hidden values.

THOMPSON TELLS ABOUT NEWSPAPERS

Perhaps the newspaper has more value than ever suspected as a national medium—not merely as a local factor for dealer support, but as a real national medium that may be more effective and economical than general periodicals. As Mr. W. A Thomson, of the Bureau of Advertising of the A. N. P. A. pointed out, the combined newspaper circulation figures—2,162 daily English language papers with 27,000,000 circulation and 500 Sunday papers with 16,000,000 circulation—show universality. Their appeal is of an elastic character; if there is waste in volume, there may be said to be no waste in locality. Mr. Thomson also called the newspaper a means of quick distribution, being read by dealers; a medium of quick response, possessing prestige with the dealer, and cheap.

Among the subjects which received considerable attention were "Direct Advertising—What Can Be Done With It By National Advertisers?" and "House Organs—Internal, Trade, Salesmen's, Consumer's." In connection with these subjects there were many exhibits, which not only obtained much close attention and interest, but which were described in point of purpose and results by membership representatives. From the trend of the discussion, it would seem possible that even more attention than in the past may be given to direct advertising and to the use of the house organ.

That a new time needs bigger men was appreciated at the meeting, particular attention was paid to the "Broader Scope of the Advertising Manager's Job."

The business paper came up for consideration as possibly offering more opportunity than hitherto thought for effectiveness and economy. The paper situation—both newsprint and general—was gone over, and the information brought out had its effect to an extent in the adoption of the resolution already given.

One of the speeches of the meeting was that by Richard H. Lee, Counsel to the National Vigilance Committee. Mr. Lee roused the men to enthusiasm in talking of his work and its importance to the advertiser and to the advertiser's representative.

The semi-annual dinner was held on Monday evening, June 14th, and immediately thereafter the business sessions were resumed, the subject of "What Advertising Policy Should be Adopted in a Period of Diminishing Commodity Prices and Restricted Credits" being discussed until midnight.

This meeting of the A. N. A. was certainly "different," and the matters discussed and the decisions reached may have a far-reaching effect upon advertising practice.

TEN YEARS OF IMPORTANT WORK

The A. N. A. is ten years old this month. It started with sixteen members and the membership is now 308. From small proportions its office data service to members has grown to large figures; in the first six months of the fiscal year 1915—16, the number of individual data services was 176. For the six months ending May 31, 1920, the number was 10,695.

And not only is the association responsible for most of the order and the standards that now exist and which did not exist in 1910; the employment of advertising in business promotion is not the experimental thing it was ten years ago; the A. N. A. has made experimentation, to a very great extent, unnecessary. And when it is said that the Association has done this, it means that the membership representatives have done it, because the Association is the mentality of its membership representatives working collectively.

Many men are what they are today because of their A. N. A. affiliation, and wherever an A. N. A. man has gone—into the publishing field, into the advertising agency, into the ranks of others who serve and exist for the national advertiser—they have carried the spirit and ideals of the Association The association has made many fine men who are no longer in it, but they are even today of the A. N. A., because they still possess its spirit and practice what it has worked for. It is safe to assert, without fear of contradiction—once an A. N. A. man, always an A. N. A man.

In the development of marketing knowledge and ability in the United States (and not only the United States, but other countries) the A. N. A. has made history during its ten years of life. But it has scarcely more than begun to realize its possibilities. It is acknowledged to be the leading trade association today, and it is said to be the best organized. It keeps its feet on the ground, but it has visions of the future that almost startle men who know it best. It has a record in which it would be difficult to find mistakes and fool things. But, big and strong and sound and active as it is today, it will, I venture to prophecy, look very small in comparison with the Association of ten years hence.

Out-Door Advertising Association Display Was Striking

On the lawn of the State House in Indianapolis, during the convention, the Out-Door Advertising Association had two striking fifty foot bulletins, and inside the Capital an exhibit at either end of the corridor, where twelve displays were reproduced in minature form.

The thought underlying the copy on the fifty foot units was to show, one very simple and dignified display and the other a general effect of color. The first bulletin was painted in black letters on a white ground, and referred to the conventions at San Francisco and Chicago. The other bulletin showed a huge, gaudy colored parrot against a black background with the words, "HOWDY FOLKS" in a neutral gray with the truth emblem and words, "INDIANAPOLIS, 1920." Both displays, inside and out, were brilliantly lighted at night.

AMERICAN Men and Women in Advertising

I wish to thank you all for the great courtesy you showed to me and for all the kind things you said to me during my visit to New York, Chicago, Indianapolis and Boston.

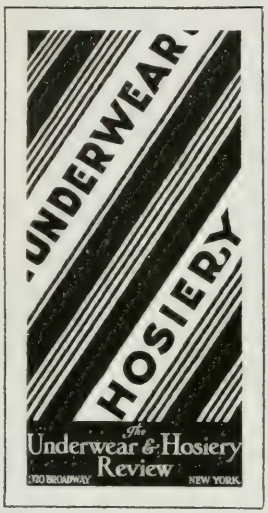
I cannot tell you how much I appreciated it and I only hope I can reciprocate it some time. Au revoir until Atlanta next year, when, God willing, I hope to see you all again.

I am,

Sincerely yours,

CHAS. FREDERICK HIGHAM

LONDON
ENGLAND



POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.
POSTAGE · 18 East 18th St., New York City

Price, $1.00
"PHONE" WITHOUT BEING OVERHEARD

Wonderful Sanitary whispering telephone mouthpiece enables you to talk freely without being overheard. Hold secret conversation. Every advantage of a booth telephone. Send postpaid 1, only $1.00. Money back if not more than pleased.
Live Agents Wanted
THE COLYTT LABORATORIES
575 W. Washington St., Chicago, Ill.

A Fertile Field for Shaving Soaps
Over 6,000 retail cutlery dealers and hardware dealers whose cutlery sales are important enough to warrant them studying the market read *The American Cutler*—the official monthly magazine of the American cutlery trade.
The dealer who sells a man a razor should also sell your shaving soap or powder, if you cultivated his goodwill through the advertising pages of *The American Cutler*.
The American Cutler
15 Park Row New York

We specialize in house to house distributing of
Advertising Literature and Advertising Samples
We solicit your account
JAMES T. CASSIDY
206 No. Front St., PHILADELPHIA, PA.
Write for our paper "FACTS"

"Keying" Advertisements Made Easy

Some Useful, Less Obvious, and More Certain Methods Than Those in Common Use Are Here Described

By F. HARVEY HATCHLAND

IT IS STRANGE that no simple or satisfactory method of keying advertisements where the public are brought into direct correspondence with the advertiser appears to have yet been evolved. Of course, where the announcements appear only in two or three journals keying is not a difficult task, but to differentiate in the case of fifty or more publications, without the applicants being made aware of the fact, is a problem that has, so far, apparently baffled solution.

It must be apparent that the methods usually adopted in keying advertisements are primitive and crude in the extreme. They can only operate to confuse the mind of the reader, and detract from the value of the announcement, which is in no sense improved by voluminous addresses and multiplicity of figures. It cannot surely be contended that intelligent readers are favorably impressed by directions to apply to "Desk 35," "Dept. 24," "Dept. D. M.," 25 Oak House, 35 Long Street," or "Please mention this paper," whilst such hieroglyphics as "75 x, 52 b, No. 14 High Street," stand self-condemned.

NUMBERS AN EASY CHECK

The only advantage in the use of numbers seems to be that advertisements can thereby be easily and quickly checked, as the assistant responsible for this work invariably learns to associate a certain number with a particular publication, but whether this slight advantage compensates for the corresponding loss in "pulling power" is a question which each advertiser must decide for himself.

It is, therefore, suggested that the following alternatives, besides being both dignified and effective, will go a long way to conceal from the general body of readers the fact that the advertisement is keyed at all.

Broadly speaking, the classes of advertisements under review may be ranged under two heads: (1) Where the public are invited to send a sum of money, as in the case of mail order businesses, or advertisements relating to the sale of specific articles, and (2) when the initial request is for a catalogue or prospectus.

KEYING WITH OFFICIALS

Advertisers whose announcements are included in the first devision might with advantage secure considerable diversity by the use of the

Stalker's Universal Rate Service
Published Monthly
S
Ninth Year
Three Sections
Magazines—Newspapers—Trades
Sold Separately or Together
Only Pocket and Pigeonhole Service
The Accepted Standard Rate Authority
Ask for Sample and Price
Stalker's Universal Rate Service, Toledo, Ohio

OLD ESTABLISHED FIRM OF WHOLESALE TEA MERCHANTS WILLING TO TAKE UP SELLING AGENCY IN THE U. S. CANNED GOODS OR ALLIED TRADES. SOUND REFERENCES GIVEN.
J. D. WALSH & CO.
BLACKBURN, ENGLAND

Classified Advertisements

HELP WANTED

If you are an Art Director of exceptional ability, looking for an exceptional opportunity in New York City, write full details to Box 276, care of ADVERTISING & SELLING.

EXECUTIVE SECRETARY—a national association of manufacturers with headquarters in Chicago invites confidential correspondence from men competent and fully qualified for executive secretarial duties. Salary to start $2,400 to $3,000, based on experience in work required. Some knowledge of advertising will be helpful. Give outline of full business career, references, whether married or single, age, etc., first letter. Address: B. C., care of Guenther-Bradford & Co., Tribune Bldg., Chicago, Ill.

ADVERTISING MANAGER

An alert, wide-awake, clean cut young advertising manager will find an opportunity for rapid advancement and a position of responsibility with a large Philadelphia manufacturing concern. Should have some technical training, preferably some knowledge of selling and know advertising thoroughly. Responsibility will be placed on him immediately to take care of the department and to make it pay. Write fully advising when available. Box 275, care ADVERTISING & SELLING.

"GIBBONS KNOWS CANADA"
MONTREAL TORONTO WINNIPEG

following distinctive descriptions for various papers, viz., secretary, manager, director, managing director, accountant, controller, cashier, counting house, mail-order warehouse, and sales department. In announcements intended for insertion in ladies' papers, still further variety may be obtained by adopting the terms "lady secretary," "manageress," and "lady director," in addition to the above.

In the case of announcements falling under the second of the above divisions, some modification of the terms will be necessary, but a selection may be made from the following: secretary, principal, director, managing director, governing director, chairman, headmaster, bursar, and perhaps we may also include handbook department and publicity department.

CHANGED INITIALS UNCONVINCING

Some advertisers make use of a particular name, their own or otherwise, ringing the changes on the initials, thus; in one paper the name of "J. Brown" appears, "G. Brown" in another, and "G. J. Brown" in a third, and so on. Whilst this practice may have the effect of seeming to create a personal relationship between the advertiser and his prospective correspondent, it should be borne in mind that short and simple descriptions are always preferable to extended ones, mainly because they are more easily remembered. If the advertiser, as an integral part of his scheme, desires to impress his personality upon the mind of the reader he should be consistent, and in any case, so far as the purpose of this article is concerned, variation in name is not to be recommended.

Advertisers who can afford to book large space sometimes endeavour to solve this vexed question by causing an application form to be printed at the foot of their announcement, on which the initial letters of the paper, and sometimes the date, are inserted. This practice doubtless in many cases induces readers to make use of the coupon, but only serves the purpose in view in so far as this direction is adhered to, and is, indeed, only possible where considerable sums are available for purposes of publicity.

"ASK FOR CATALOGUE C"

Another variation frequently employed in connection with mail-order advertising is inviting the public to apply for "Catalogue C," and so on, using a different letter for each publication. This method is distinctive and simple, and the replies can be indexed without difficulty, but nevertheless the practice is not free from adverse criticism, for the following reason: An Applicant, failing to find exactly what is required in "Catalogue C," might write for another price list, which proves to be either non-existent or identical with the first, thereby causing unnecessary correspondence and irritation. A wise advertiser will steer clear of all such pitfalls as far as possible.

There appears no doubt, therefore, that in most cases, slight variations in the address, avoiding duplication of numbers, will be found far and away the most satisfactory method of determining the number of replies received from each separate publication in which any particular announcement appears.

DISTRICT KEYS

Sometimes the locality in which the premises are situated provides the advertiser with a natural or topographical solution of the problem. Thus, an advertiser whose business is situated within a certain radius in the north of London may variously employ the terms "High-

SYSTEMS BOND

"The Rag-content Loft-dried Paper at the Reasonable Price"

Your stationery is responsible for a large share of your sales.

SYSTEMS BOND gives you a letterhead that serves as a fitting introduction to your business message.

The toughness and crackle of SYSTEMS BOND are due to its rag fibres and its loft-seasoning. Yet, with all its firm body, its close-knit texture and its pleasing finish, SYSTEMS BOND is sold at a business man's price.

Ask your printers opinion. Have him quote on SYSTEMS BOND for your next order of letterheads.

A request on your letterhead will bring samples.

Eastern Manufacturing Company

General Sales Offices:

501 Fifth Avenue New York

Mills at Bangor and Lincoln, Maine

way" wherewith to key his announcements, and likewise another in the south might use the words "Brixton," "Peckham," and "Camberwell" interchangeably. There is, in fact, one district in London which may be described in no less than seven different ways. This method will be found more or less applicable to the various subdivisions of certain large towns, but it is obviously not always that such an advantage is possible.

Where a building is situate at the junction of two fairly well-known thoroughfares, both may be used alternately in conjunction with other variations.

"1752 SMITH'S CHAMBERS"

If the building is known by name, as, for example, "Midland Bank Chambers," considerable diversity may be obtained by using the name of the thoroughfare, which may be successively omitted or inserted; or if sufficiently pretentious, the advertiser may elect, if he is in sole possession, to give the building a distinctive name, expressly for purposes of advertisment.

Again, a building at the junction of two roads may be named "Jones' Corner," which provides, where applicable, still further variety.

There is perhaps one notable circumstance in which the use of fictitious numbers may be justified. An advertiser desiring to embark on an ambitious scheme embracing say, a hundred publications, may be located in one of the large and palatial buildings containing many suites of offices. Having exhausted his own holding, for which purpose each office may be used to indicate a separate paper, he can then (assuming the building contains 200 rooms in all) commence at 201 and so on. Inasmuch as certain buildings contain as many as seven hundred offices, no suspicion would be likely to be aroused so far as correspondents were concerned, but provision would have to be made to prevent callers from being misled by the innocent exaggeration in numerical rectitude.

THE KEY DESCRIPTIVE

In conclusion, let us consider a typical example and see how it works out in practice. We will assume that "James Brown & Co., Limited, wholesale stationers, Caxton Works, High Street, Bradfield," desire to secure as many different descriptions as possible for the purposes already stated. Here we find sufficient material for a

Certified Circulations

Some Mediums in Several Classes Whose Audits are Made by the

AUDIT BUREAU OF CIRCULATION

CLASS TRADE AND TECHNICAL

AERIAL AGE WEEKLY, New York
The National Technical, Engineering, and Trade Authority of the aeronautic industry. The foremost aeronautical magazine in America in point of quality, circulation, and authoritative editorial contents.

THE AMERICAN ARCHITECT, Member A. B. P. Inc. New York
The weekly business newspaper of the architectural profession subscribed to at $10.00 per year by practically every worthwhile architect. Published every week since 1876.

AMERICAN EXPORTER, New York
The world's largest export journal. Carries 1,400 continuous advertisers. Circulates every month through English, Spanish, Portuguese and French editions among leading firms abroad that buy American manufactured goods. Member Associated Business Papers, Inc.

THE ARCHITECTURAL RECORD, New York
National professional monthly established 1891. Average net paid circulation exceeds 9,500. Member Associated Business Papers, Inc.

THE ARCHITECTURAL REVIEW, New York
Established 1887, is an ably edited, progressive monthly for the architects, basing its appeal to both its subscribers and advertisers on quality.

AUTOMOTIVE INDUSTRIES, New York
The only journal dealing with engineering and industrial problems in the third largest industry. Published weekly. Subscribed to by manufacturers, engineers and other industrial officials, allied industries, foreign manufacturers, etc. Net paid circulation 8,519. Member Associated Business Papers, Inc.

BAKERS WEEKLY, New York City
Leading paper in the baking industry. Member A. B. C. and Associated Business Papers, Inc.

BOOT AND SHOE RECORDER, Boston
"The Great National Shoe Weekly." The indispensable advisor on shoe styles and shoe merchandising of the best-rated retail shoe merchants in this country. Circulation 10,000 copies weekly. First choice of the advertiser of shoes, leathers or shoe-store goods. Member Associated Business Papers, Inc.

BUILDING AGE, New York
Established 1879. Published monthly. Subscribed to by the men who do the building construction of the country. Circulation almost exclusively among those who purchase materials as well as tools.

THE DRY GOODS ECONOMIST, New York
The Dry Goods Economist, a national dry goods weekly for retailers and jobbers, is the accepted authority of the dry goods trade. Eight issues of each year are World Wide numbers with over three thousand added foreign circulation. Type page 8¾x12¼. Published Saturdays—forms close Wednesday preceding. Member of the Associated Business Papers, Inc. The Dry Goods Economist, 231 West 39th Street, New York City.

EXPORT AMER. INDUSTRIES, New York
Monthly English, French, Spanish and Portuguese editions reaching foreign business men interested in the United States as a source of supply for their industrial and mercantile requirements. Official International Organ of the Nat. Assn. of Mfrs. 60,000 circulation guaranteed.

THE GAS RECORD, Chicago
Semi-Monthly. Edited by practical gas men. Reaches builders and operators of artificial and natural gas plants, and makers and sellers of gas-consuming appliances. Member A. B. C. and A. B. P. Eastern office 56 W. 45th St. New York.
Telephone Vanderbilt 3695.

HARDWARE AGE, New York City
Established, 1855; published, weekly; the market report paper of the hardware trade thoroughly saturating the national hardware field. Editorially devoted to the better merchandising of every sort of hardware and read on paid subscription by progressive hardware retailers and wholesalers as well as their traveling salesmen, buyers and department managers. Circulation exceeds 18,500 copies weekly. Member, Associated Business Papers, Inc.

THE IRON AGE, New York
"The World's Greatest Industrial Paper," established 1855; published every Thursday; forms close eight days preceding; type page, 6⅞ x 11"; one-time page rate, $108; 52-pages a year, $80; subscription price, $6; charter member, A. B. C. and A. B. P. The *Iron Age* serves buyers and sellers in the machinery, automotive, shipbuilding, railroad, farm implement, foundry, iron, steel and other metal-working industries. Its circulation is world-wide and is composed almost entirely of manufacturing plants. Its readers therein are the executives charged with the problems of management involved in purchase, production, costs and sales. Branch offices in Chicago, Pittsburgh, Boston, Philadelphia, Cleveland, Cincinnati, Washington and San Francisco.

MARINE ENGINEERING, New York
Guarantees more paid individual subscribers among shipbuilding companies and their officials, also among steamship and steamboat companies and their officials, than all other marine publications in the country combined. Member Associated Business Papers, Inc.

MERCHANTS' TRADE JOURNAL, Des Moines, Chicago, New York, Boston
Published monthly—subscription price $3.00 per year. Sworn, paid national circulation among retail merchants, exceeds 24,000 (rate based on 16,000). Maintains trade investigation bureau.

METAL WORKER, PLUMBER & STEAM FITTER, New York
Established 1874. Published weekly. Recognized authority on heating, plumbing, roofing and sheet metal work. Devoted particularly to the interests of the buyers of materials in the above lines—the combination shops. Market Report an important feature. Member Associated Business Papers, Inc.

MOTOR AGE, Chicago
The Weekly News and Service magazine of the automotive trade. Editorially, it specializes on the maintenance is devoted to the interests of motor car, truck and tractor dealers who make up over 50% of its more than of motor cars, trucks and tractors and 30,000 paid subscribers. Member Associated Business Papers, Inc.

MOTOR WORLD, New York
Subscribed for and read by the big percentage of dealers, jobbers and garage owners who study merchandising and are interested in the profit side of their business. Net paid circulation in excess of 22,000 per week. Member Associated Business Papers, Inc.

Certified Circulations

Some Mediums in Several Classes Whose Audits are Made by the AUDIT BUREAU OF CIRCULATION

CLASS TRADE AND TECHNICAL

RAILWAY AGE, New York
Founded in 1856. Read by executive officers and heads of the operating, traffic, financial, legal, purchasing, mechanical, engineering and maintenance departments. It reaches direct the final buying power of railway supplies and equipment. Weekly. Average circulation 9,250 copies. Members Associated Business Papers, Inc.

RAILWAY ELECTRICAL ENGINEER, New York
Founded in 1908. The only paper devoted exclusively to steam railway electrical problems. Of special interest to mechanical and electrical engineers, heads of electrical departments and their staffs, electric welders, third rail men, power house, sub-station and car lighting men. Monthly. Average circulation 3,300 copies. Member Associated Business Papers, Inc.

RAILWAY MAINTENANCE ENGINEER, Chicago
The only publication devoted to the problems of track, bridges, buildings, terminals, water and steam heat service of the steam railways. Reaches all railway officers concerned with maintenance of way problems. Monthly. Average circulation 8,900 copies. Member Associated Business Papers, Inc.

RAILWAY MECHANICAL ENGINEER, New York
Established in 1832. Devoted to subjects pertaining to motive power, rolling stock, power house, shop and roundhouse problems. Read by all officials interested in the repairs or renewals to motive power and rolling stock. Monthly. Average circulation 11,400 copies. Member Associated Business Papers, Inc.

RAILWAY SIGNAL ENGINEER, Chicago
Founded 1908. Read by signal engineers and their staffs, signal supervisors, inspectors, maintainers, foremen, batterymen, wiremen, towermen, lampmen and grade crossing engineers. Monthly. Average circulation 5,500 copies. Member Associated Business Papers, Inc.

THE RETAIL LUMBERMAN, Kansas City, Mo.
The dominant trade paper in the retail lumber and building material field. It furnishes lumber dealers with building, advertising and sales service, and is a high class advertising medium. Total net paid circulation in excess of 5,000. Ask for statement. Member Associated Business Papers, Inc.

SHOE AND LEATHER REPORTER, Boston
For 63 years the most influential and intensive paper in an industry rated as fourth in the country's business. During 1919 the REPORTER carried 4,000 pages of paid advertising, which is 454 more pages than its chief contemporary. Published each Thursday. World-wide circulation at $5 a year. Member Associated Business Papers, Inc. Ask for A. B. C. Report.

THE SHOE RETAILER,
with which is consolidated THE SHOEMAN and Boots & Shoes Weekly; circulates exclusively in the retail shoe field, in well-rated stores and departments among those who are interested in matter of style, trade situation and store management. Members of A. B. C. and Associated Business Press.

TEXTILE WORLD JOURNAL, New York
The Dominating publication of the textile industries. Its readers are mill men who control purchasing of supplies for this country's second largest industry. Over 750 industrial advertisers using space under yearly contract. Member Associated Business Papers, Inc. One Time Page rate, $100.

AGRICULTURAL

NATIONAL STOCKMAN & FARMER, Pittsburgh, Pa.
"130,000 guaranteed. Covers Ohio, Pennsylvania, West Virginia. $1.00 per year cash. It does not believe in the advertisers bearing all the expenses of a publication."

FARMER AND BREEDER, Sioux City, Iowa
Devoted to the interests of the capitalistic farmers and breeders of the Golden Egg Territory — southeastern South Dakota, northwestern Iowa, northeastern Nebraska and southwestern Minnesota. Circulation 90,000. Rate 50 cents an agate line.

MAGAZINES

THE MODERN PRISCILLA,
A magazine designed for thrifty womankind. Devoted to the three important topics of Needlework, Clothes and Housekeeping. A practical magazine for practical women. 97% of its readers are housekeepers; 83% are mothers. Over 90% of its readers keep back numbers indefinitely for reference. Rate $4.00 per line.

NEWSPAPERS

THE COURIER NEWS, Fargo, N. Dak.
Published in the heart of the famous Red River Valley wheat growing section, has the largest circulation of any daily newspaper in the state. Advertising rates 4 cents a line. Government wheat guarantee makes North Dakota the best field for advertisers in the nation this year.

THE BRITISH WHIG, Kingston, Ontario
Only A. B. C. paper in city of 25,000. April average 6,424. City circulation 3,950; country, 2,474. Carries many exclusive news features. 14 to 22 pages, something unique in newspaper annals, daily. Write for house organ, "More Pep."

variety of keyed addresses, all different, yet all perfectly consistent, and it may be pointed out that such a designation is by no means exceptional or unique in character.

WOULD PROVIDE 50 KEYS

First, considerable variation may be secured by utilizing the terms Manager, Secretary, etc., as above explained, before the words "James Brown & Co., Ltd."

Second, the same combination of terms, followed by the words "Caxton Works." In this case the name of the company can be mentioned elsewhere in the advertisement, not necessarily as part of the description, but to preserve the goodwill.

Third, the name of the firm and the title of the works may be used conjointly or separately, as desired.

Fourth, the words "High Street" may be used in conjunction with or alternately without the words "Caxton Works," or omitted altogether.

Fifth, the words "Wholesale Stationers" may be employed in reciprocal succession with any or all of the above variations. It should, however, be pointed out that the insertion of these words must be considered a somewhat doubtful advantage, as many correspondents would be sure to omit them, and the application would therefore probably be wrongly credited to another paper.

Last, the name of the firm, followed only by the name of the town, might also be employed.

Any advertiser who is sufficiently interested to work out for himself the number of different descriptions within his reach by the judicious use of these various combinations, so far as they may be applicable—by which the use of numerals is totally avoided—will be agreeably surprised — *Advertisers' Weekly*, London.

"World Service"—Amexco's New European House Organ

The two American newspapers that proudly boast European editions may no longer boast alone for they have been joined in their solitary distinction by an American house organ. As a matter of fact, the American house organ "goes them one better" for it is really a European house organ, quite unrelated to the domestic publication of its responsible publishers.

The house organ is "World Service," the monthly magazine of the European organization of the American Express Company. Printed in English in London it obtains a wide circulation throughout the thirty offices of the American Express Company in Europe, scattered through England, France, Belgium, Spain, Switzerland, Italy, Holland, Germany and the Scandinavian countries. Though the staff in each of these offices is chiefly native, it is stated that 82 per cent of the company's employes have a reading knowledge of English.

"World Service," which expresses in its title the constant aim, as well as the motto of the American Express Company, brought out its first number this month, succeeding the "European Bulletin," the pioneer work of which it has taken up and greatly expanded.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

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June 26, 1920

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The Story of the Development of the American Steel Industry Abroad.

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The Success of the Anderson Advertising.....*Ward Gedney* 9
How This Motor Company Acted at the Psychological Moment with Telling Results.

The Place of Analysis in Advertising Service.....*H. A. Groth* 12
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The Wilson & Company Advertising Policy....*Thomas E. Wilson* 17
Friendly, Paid Publicity, an Accounting to the Public and an Internal Good Will Builder

The 1920 Sunkist Advertising Campaign.....*Don Francisco* 20
How the Material is Prepared, Some Policies Followed and the Results Therefrom.

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Charles A. Otis, of Cleveland, and the Position He Occupies in Progressive Business.

The Widening Field of Poster Advertising....*Kerwin H. Fulton* 30
Good, Commodities, and Ideas Marketable Through This Medium.

"Keying" Advertisements Made Easy.....*F. H. Hatchland* 44
What the British Are Learning About the Tracing of Results from Mediums.

Calendar of Coming Events

June 21-26—Annual Convention, National Fertilizer Association, The Greenbier, White Sulphur Springs, W. Va.

June 28-30—Biscuit and Cracker Manufacturers' Association Convention, Cincinnati, Ohio.

July 12-14—Annual Convention and Style Show, the Retail Shoe Dealers of New York State, Onondaga Hotel, Syracuse, N. Y.

July 12-15—Twenty-third Annual Convention, International Association of Display Men, Detroit, Mich.

July 12-16—Annual Convention Poster Advertising Association, Hotel Statler, St. Louis, Mo.

Representatives' Club Outing Big Success

The Thirteenth Annual Outing which took place at the Gedney Farms Hotel, White Plains, New York, on Tuesday, June 22nd, was without doubt, the most successful outing which the Representatives Club have ever held.

Upwards of two hundred club members and guests took part in the various golf, tennis and field events.

Roy Barnhill won the Low Gross prize in the golf tournament with a score of 77. William Hutton of the Crowell Publishing Company won the tennis tournament, and the Knox Golf Suit and Cap, which was the best prize of the day, was won by Fred Braucher, of the Crowell Publishing Company, whose lucky number was drawn at the dinner.

Over ninety men played at golf during the day and many very prominent advertisers and agents from the city and out of town participated in the various sports.

There were over 150 prizes, and the favors which were donated by about fifty manufacturers were carried away in very handy carry-all bags supplied by the Union Bag and Paper Company.

Among the first prizes were two automobile tires.

Al Gibney, of *Munsey's*, who was Chairman of the Outing Committee, deserves particular mention because of the very successful manner in which he handled the entire outing.

Liggett's Sales Will Be over $110,000,000

The sales of the new Liggett's International, Ltd., Inc., which will combine the business of the United Drug Co. of America and Canada and that of Boots, Ltd. of England, has been placed at more than $110,000,000.

United Drug's sales last year were $58,338,000, compared with $33,000,000 in 1916, and will probably total over $75,000,000 in 1920. There are 8,000 Rexall stores and 215 Liggett stores in operation. Boots has 650 stores in the British Isles and is doing a business of close to $40,000,000 a year.

Pennsylvania R. R. Advertising Handled by Detroit Agency

The Campbell, Blood, Trump agency is handling the advertising for the Pennsylvania railroad in connection with the inauguration of service entering Detroit. The agency made the leaving of the first train of the Pennsylvania from the Michigan Central station, Detroit, a gala occasion with bands and speech making.

A Macaroni Campaign in the Fall

The Fortune Products Company, manufacturers of Macaroni Products in Chicago, now running a campaign in that city, will launch a national campaign in the fall. Lists will be made up during July and August through the agency of I. W. Davis, Railway Exchange Building, Chicago, who is handling the account.

Pierce Joins Williams & Cunnynham

Guy C. Pierce, recently advertising manager of the New York Independent, has joined Williams & Cunnynham, Chicago.

Good, Better, Best.
Never let it rest;
Till the Good is Better
And the Better Best.

Copyright



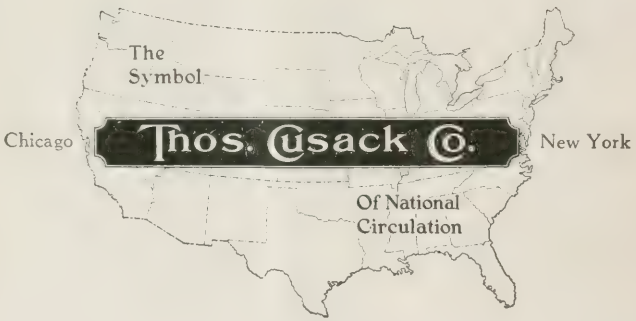
The best advertisement *written* becomes a better advertisement when an effective illustration is *added*

MARTIN ULLMAN
Managing Artist
CLYDE A. CRISWELL
Sales Manager
EDWARD V. JOHNSON
Art Director

GOTHAM STUDIOS Inc., 111 East 24th Street New York

A "Corking" Good Medium

Your "other" advertising may "bottle up" the business for you, but you need the sustaining effort of Outdoor Advertising to "cork it up" and keep it from evaporating!!



Advertising & Selling

JULY 3, 1920



To Buyers of National Advertising

ONLY four weekly publications on this continent have larger circulations than The Chicago Sunday Tribune. Three of these are magazines, the other a New York newspaper.

In the five rich states of Illinois, Indiana, Iowa, Michigan and Wisconsin — known as The Chicago Territory — the largest of these publications does not reach half as many people as does The Tribune.

Here is a market that is entitled to a fifth of your total advertising appropriation because of its wealth and population, and in this market The Chicago Tribune has no rival in circulation, and prestige, and economy as an advertising force.

FOR detailed proof of the above statements, (including the circulation of The Tribune in each of more than 7000 towns), read the BOOK OF FACTS, 1920 edition, which will be mailed free to any selling organization if requested on business stationery.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Circulation more than 400,000 Daily, 700,000 Sunday

PREJUDICE

A short time ago advertisers generally doubted the effectiveness of any medium in the Directory Class.

PROOF

In substantially every instance where Thomas' Register has succeeded in getting a trial this prejudice has been overcome. As far as this Register is concerned, actual tests having demonstrated that advertising published therein *once a year* produces as continuous returns throughout the year, and of at least as great volume as though repeated in every issue during the year of weekly or monthly periodicals.

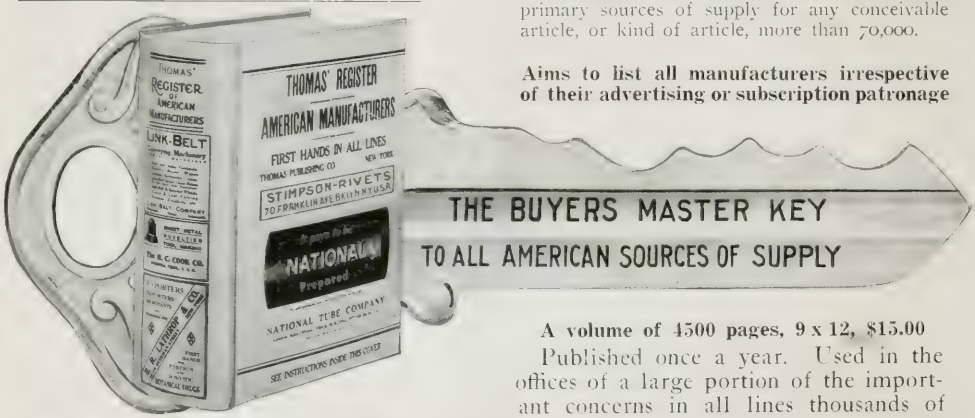
PREDOMINANT

The last edition (11th) has 5980 advertisements, and 2315 separate advertisers, nearly all of whom are renewals, having become permanent patrons, through actual test and against prejuice.

PATRONAGE

This patronage has never been exceeded by any trade publication weekly, monthly, or any other kind, and, with one exception, none has ever come within 50% of equalling it.

Member Audit Bureau of Circulations



THE only work that instantly furnishes a complete list of all the Manufacturers and primary sources of supply for any conceivable article, or kind of article, more than 70,000.

Aims to list all manufacturers irrespective of their advertising or subscription patronage

A volume of 4500 pages, 9 x 12, $15.00

Published once a year. Used in the offices of a large portion of the important concerns in all lines thousands of times each day by Purchasing Agents, Foremen, Superintendents and others having to do with ordering or specifying.

IT is used for locating sources of supply as instinctively as the clock is consulted for the time of day. Descriptive and other advertising matter therein automatically comes to the attention of buyers at the important moment when they are interested.

Circulation 80% Domestic—20% Foreign. Its Circulation is 99% paid

THOMAS PUBLISHING COMPANY

129 LAFAYETTE STREET, NEW YORK CITY

CHICAGO—20 W. Jackson Blvd. BOSTON—Allston Square SAN FRANCISCO—433 California St. TORONTO—91 Constance St.

OVERSEAS OFFICES AND AGENCIES: London, Paris, Amsterdam, Kristiania, Madrid, Genoa, Calcutta, Sydney, Soerabaia, Singapore, Manila, Johannesburg, Cape Town, Durban, Honolulu, Saigon, Shanghai, Kobe, Rio de Janeiro, Buenos Aires, Havana, San Juan, Mexico City.

Start
Your Southern Campaigns
in
New Orleans

An Active
Buying Market

Dealers alive to advantages of handling advertised products.
Residents of city responsive to advertising.

Reach the Vital
Prosperous Field-The City Proper
use

New Orleans States

Large Circulation Concentrated in the City

Suburban New Orleans is too limited and scattered to economically merchandise and advertise to.
The city circulation of *The New Orleans States* will produce quick, more profitable returns at a lower cost.

Want More Information?
We'll Gladly Furnish It.

WRITE
ADVERTISING DIRECTOR

New Orleans
STATES
EVENING SUNDAY

ADVERTISING & SELLING, JULY 3, 1920
30th year. No. 2. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1879. Price, 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City

THE COMPANY YOU KEEP!

(Extracts from letter)

In making a general review of our advertising results I encountered some data that I thought might prove of interest to you. I find that Photoplay Magazine, - - ———— and the ———— are thus far the three aces for both inquiries and sales.

I believe that the cleanness of your advertising columns has had a great deal to do with the results we have obtained. It is regrettable that ———— accept so much questionable advertising, some of which borders on the fraudulent. We were forced to discontinue using one of these magainzes because of the fraudulent claims a ———— had been permitted to make in its advertising.

The influence of association is a factor that should not be overlooked by national advertisers. It goes without saying that we are not ashamed of the company we keep when we use Photoplay Magazine, and that's why our 1920 appropriation calls for greatly increased space in your publication.

The following representative concerns are using PHOTOPLAY on schedule:

THE ALADDIN COMPANY
AMERICAN CHICLE CO.
F. R. ARNOLD & CO. (LADorine)
APPERSON BROS AUTOMOBILE CO.
BAUER & BLACK
BONNIE B COMPANY
BRUNSWICK-BALKE-COLLENDER CO.
BURSON KNITTING CO.
B. V. D. COMPANY
CHENEY TALKING MACHINE CO.
COCA-COLA COMPANY
COLGATE & CO.
CUDAHY PACKING CO.
DE PREE CHEMICAL CO.
W. L. DOUGLAS SHOE CO.
EASTMAN KODAK CO.
FAMOUS PLAYERS-LASKY CORP.
CHAS. E. HIRES COMPANY
HOLEPROOF HOSIERY COMPANY
ANDREW JERGENS CO.
KELLOGG TOASTED CORN FLAKE CO.
JAMES S. KIRK & CO.
LEXINGTON MOTOR CO.
LYON & HEALY
MELLIN'S FOOD CO.
MINT PRODUCTS CO.
MUNSINGWEAR CORPORATION
NATIONAL BISCUIT CO.
NORTHAM WARREN CORP. (Cutex)
ORANGE-CRUSH
PALMOLIVE CO.
PEPSODENT CO.
POMPEIAN MFG. CO.
PRUDENTIAL INSURANCE CO.
QUAKER OATS CO.
SANITOL CHEMICAL LABORATORIES
ALFRED H. SMITH CO. (Djer-Kiss)
STEGER & SONS PIANO CO.
SWIFT & CO.
UNITED DRUG CO. (Jonteel)
VAN CAMP PRODUCT CO.
VICTOR TALKING MACHINE CO.
STEPHEN F. WHITMAN & SON, INC.
WINTON COMPANY

Let the name stick in your mind, it's imitated

PHOTOPLAY

The Magazine of the Fifth Estate

JAMES R. QUIRK, PUBLISHER
W. M. HART
ADVERTISING MANAGER

350 NORTH CLARK ST., CHICAGO NEW YORK OFFICE, 25 WEST 45TH ST.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising — Established 1891

J. M. Hopkins, President;
H. B. Williams, Vice President;
William B. Curtis, Treasurer;

ADVERTISING & SELLING CO., Inc.,
471 Fourth Avenue, New York, N. Y.
Telephone, Madison Square 1765

M. F. Duhamel, Managing Editor;
Ralph B. Smith, Associate Editor;
George Roosevelt, News Editor.

30th Year | JULY 3, 1920 | Number 2

The Transportation Situation and How It Affects National Advertisers

Existing Conditions Are Nullifying the "Law of Supply and Demand" and Call for Expert Marketing Judgment, As a Closely Related Problem

By WILLIAM B. COLVER*
Member of the Federal Trade Commission

THE THEORY and practice of the art of advertising needs neither bouquets nor explanation. It has been demonstrated as to its power, its usefulness and its economy in the public interest so that it no more needs explanation, interpretation or laudation than does the law of gravitation. I am going to try to show, however, the very direct and intimate relation which advertising has to transportation.

Nothing has been more talked of for the last few years than "the law of supply and demand." To hear some of the things that are said about this wonderful law of supply and demand one would think that it worked automatically and, if allowed so to work, it would solve every industrial, commercial and financial problem and cure every business disease known to man.

However, if we pry up the cover and poke around inside to see what makes the wheels go around, we find that it is not such a wonderful nor supernatural nor superhuman machine after all. We find that it is not automatic and will not run of its own accord.

ADVERTISING, THE MOTIVE POWER

The initial impulse which sets the law of supply and demand in operation is a human desire for the possession by an individual of something which he has not and which somebody else has. As that desire is awakened and directed at the same time and in many minds, a definite demand for some specific thing is created and the wheels of the law of supply and demand should begin to go around.

The mainspring which gives this impulse and the most powerful factor, aside from the most primitive of normal wants,—is advertising.

Without advertising demand is a sluggish current, moving slowly in a crooked, rock-strewn and weed-choked channel. With advertising, demand becomes a rushing torrent, held within rigid banks and running straight to its destination, with a power and an energy capable of turning the wheels of industry and of enlarging the volume of production and speeding up distribution.

Advertising, however, itself, rests upon one single foundation stone. That is results. And results are the motive power which drives the advertising machine.

Now then, however intelligently and however liberally the magic power of advertising may be invoked, and however constant a strong demand for given goods may be created thereby, unless the demand so created can be satisfied by supply, the advertising has failed to produce its results.

This brings us to transportation because transportation is the connecting link between supply and demand and unless supply can be carried to demand, the law of supply and demand is paralyzed and the mighty mainspring of advertising is powerless to make the wheels go around.

I talked to the head of a great concern just the other day. He is one of the greatest advertisers in the United States and he manufactures an identified and nationally advertised product. Wise advertising and sustained quality of product over many years has created a goodwill which, with continued advertising, must result in a continued and ever growing demand, a demand that can only be met by an ever-increasing supply. But this concern, although it is making great additions to its manufacturing facilities to meet an insistent demand on the part of the public much greater than its present ability to supply, finds itself over-sold on its books and yet with more than a million dollars worth of finished product boxed and crated and unable to be moved for lack of transportation.

If this concern shall continue its national advertising, it will only do so on the basis of faith; it cannot expect results. It cannot reap the results from the advertising already done and the money already invested.

This is true from one end of the country to the other and it touches every commodity.

Hundreds of millions of dollars are tied up in merchandise which is in side-tracked cars seeking vainly to function as the supply which will meet a demand which has been definitely created. Money is tight and getting tighter and the working capital of American business is tied up in stocks which cannot be moved, while scanty stocks, which can be moved, are bid for at ridiculous prices.

* From an address before the Washington Advertising Club, delivered Tuesday, June 29.

When the railroad ceases to deliver goods, advertising ceases to deliver results; and when supply is unable to reach and satisfy demand, then the law of supply and demand is not working any more than it is with respect to the green cheese market and the moon. For if the moon is made of green cheese, it cannot be gotten to an earthly market and it might just as well be made of putty.

ADVERTISING AND TRANSPORTATION

Here we are at the end of June. One-fifth of the season of lake navigation is gone and one-tenth of the needed coal for next winter's supply has been moved to the head of the Lakes. This, unless remedied, means untold suffering and industrial shutdowns in the Northwest next winter. The industries of New England are actually closing down now, in midsummer, for lack of coal. The number of open-top cars delivered at the coal mines is now and always has been, the absolute measure of the possible production of the mines. And in this month of June, the most favorable from a weather standpoint, both as to production and transportation, the coal mines by and large were alloted about 15 per cent of the cars which they needed, the coal miners nominally receiving a wage so high as to seem unheard of and, being able to work only one day a week, see their families going hungry. A scale of wages per hour does not mean much unless we know how many hours are to be worked or how many days.

Margin per ton to the producer or distributor may mean profiteering or it may mean an actual loss, depending entirely upon volume of business.

Since 1916 you have heard a continual clamor about "car shortage" and that is taken to mean that there are not enough cars and that the poor, starved railroads ought to have more cars. The fact is that if the available open-top cars, after liberal allowance to other industries requiring such cars had been made, were loaded with coal and moved at canal boat speed, being allowed 20 days for a round-trip and being allowed shop-time for repairs in excess of the requirements of experience, there are enough cars now on the tracks to move all the coal that this country could possibly use and have a surplus equipment which would take care of over 50 million additional tons, or nearly a 10 per cent over-load factor of safety.

THE CONTINGENT FACTORS

Without coal how can goods be made? Without coal how can goods be distributed? Without distribution how can goods be delivered? Without delivery how can demand be satisfied by supply? Without the satisfaction of demand by supply how can advertising show results? Who is going to buy advertising unless he knows he is going to get results? That seems to put you gentlemen on the freight train.

Within a few days we will begin to harvest a new crop of wheat and 20 per cent of their last year's crop is still in the hands of Kansas farmers because they have not been able to get cars to move that wheat. Other sections of the country are similarly situated. The farmers have borrowed money on this 1919 wheat. The bankers cannot finance the 1920 crop until the loans on the 1919 crop are paid. Those loans cannot be paid unless the grain can get to market. And yet we hear predictions of $25.00 flour and 25 cent bread.

So far as I know, there is just one thing upon which both the believers in private ownership of railroads and the believers in Government ownership of railroads fully and absolutely agree. It is that maximum efficiency can only be had from the railroads of the country if these railroads are one operating unit.

So long as the railroads are operated separately, with separate ownership of motive power and rolling stock, no railroad, not even the richest one, can operate profitably and with reasonable rates if it has to supply itself with a motive power and rolling stock equipment capable of taking care of its peak load.

FOR UNIT HANDLING

The great commodities of the country are produced and consumed seasonally and sectionally. No one knows that better than the advertising expert. When the railroads are operated separately, there are stated times in the year when much of the equipment of each road lies idle and there are other times and seasons in the year when all its equipments falls far short of the requirements of the traffic of any given road. The rolling stock, and more especially the motive power equipment, under separate operation, is divided up into water-tight compartments. If the Government is to supply the credit for a great increase in the number of locomotives and cars and if the millions and millions of dollars which have been set aside for that purpose are employed by treating the railroads as separate operating entities, in the end no road will have, or can afford to have, a complete and adequate equipment and we will only have put, out of the public purse, a little more in each water-tight compartment with a very fair chance of having accomplished nothing more than an addition to seasonal and regional congestion.

If the government is to aid the railroads in obtaining more locomotives and more cars, it would seem to me that the interest of the public and of the roads would best be served by having this additional and Government-supplied equipment handled as a unit so that it may be mobilized in those sections of the country where seasonal movements of freight are on.

If the ghastly transportation tangle were cleared up, advertising would still have remaining in its path an obstacle which it must surmount, or better still remove, before it can reach a 100 per cent delivery of results—which is its end and aim. It would have to meet and overcome an unreasonable, unhealthy and indecent price structure before it could return full results to the advertiser.

So then, advertising and advertising men should be and must be, interested in the subject of taxation.

ADVERTISING AND TAXATION

We have had a perfectly good war and now we must arrange to pay 30 or 40 billions of dollars for it. If the burden of paying that debt is laid upon business, and if we are to continue to tax industry, effort, energy and productivity, then those taxes and all of them, are going to be reflected back into sales prices which the consumer must pay before advertising can deliver results. If, on the other hand, we should choose to tax idleness and inaction and failure to produce, we should cease to penalize productive effort and to give bonuses to speculation and to disuse. That would be distinctly good for advertising.

Let us look at some of these taxes. The excess profits tax was never a revenue measure and it is a penalty upon economy, upon conservative capitalization and upon quantity production. It is one of the cornerstones in the present intolerable price structure. It is passed on and multiplied step by step and turn-over by turn-over each time disguised, and the disguise in the end costing you and me and all the rest of us as consumers, many times

(*Continued on page 22*)

Postal Concession Proposed for Advertisers' Proofs

Second-Class Rate, Provided In the Summers Bill, Is Cause of General Discussion Among Mannfacturers, Agencies and Publishers As to Possible Effects

By WALDON FAWCETT

PROOFS for advertisers and advertising agents transmitted in the mails at second-class rates. This is the latest remedy that has been proposed at Washington for the relief of the paper shortage and it is one that is scheduled to have the attention of Congress promptly upon the reassemblage of that body in December. The proposal to open the U. S. mails to separate advertising proofs on the same terms and conditions under which publishers now mail complete copies of their newspapers and periodicals is calculated to prove of some interest to advertisers through its bearing on the acute paper shortage. Even more interesting, however, from the professional advertising standpoint, is the possible influence of the contemplated new arrangement upon various phases of advertising practice.

Primarily the suggestion that has been made to Congress, and that has received the unqualified approval of the Committee on Post Office and Post Roads of the House of Representatives, is that advertisers and their agents would for "check up" and similar purposes be quite as well served by proofs as by means of complete copies of the issues containing insertions of advertisements. And inasmuch as the postal committee figured that over 25,000 publications in the United States send out at least a few advertisers' copies of each issue the conclusion was reached that a postal concession that would induce the substitution of proofs for full-fledged newspaper or magazine copies would not only relieve the strain upon the nation's paper resources but would also result in a substantial reduction of what the committee is pleased to denominate an "unprofitable class of mail."

THOSE WHO MAY BENEFIT

Whereas the essence of the bill, known officially as H. R. 14119 (Union Calendar No. 355), is the grant of cut rates in the mails to "single sheets or portions thereof from any publication entered as second-class matter" the act is very broadly drawn and there is opportunity for conjecture whether the effect of the new arrangement would not be to materially reduce the expenses of mailing for advertisers whose practice it is to broadcast to distributors, sales agents, retailers, etc., considerable numbers of advance proofs of impending national advertising. The question may arise, should the pending bill be approved as reported, whether advertisers who distribute proofs in quantity may not be enabled to cut their postage bills by allowing newspaper and periodical publishers to mail proofs direct. The outcome in this quarter will depend entirely upon the official interpretation that would in due course be given to the phrase "or their agents" as it appears in the contemplated statute, following the word "advertisers."

That the great body of advertisers throughout the country has not been appraised that Congress has been quietly going ahead with a proposition of such significance is due to the circumstance that the new bill to fix rates of postage on advertisers' printed matter was considered and reported out by the Post Office Committee early in June, in the midst of the turmoil of the closing days of the Congressional session, when it was easy for any but the most conspicuous legislative proposals to be obscured. That the postal committee required, however, but one day's deliberation to reach a decision to recommend the passage of this act indicates the preponderance of sentiment in the committee in its favor.

HOW ADVERTISERS REGARD THE PLAN

The author of the bill that would give privileged status in the mails to advertising proofs is Congressman John W. Summers, whose vocation is that of banker at Walla Walla, Wash. He was rather insistent that the Post Office Committee take up the proposal, despite the fact that adjournment of the session was at hand and so convincing a case did he make, with the support of other witnesses who appeared before the committee, that House Report No. 1078, which accompanies the bill as reported, predicts that "the saving in paper would run into thousands of tons."

It was recognized, in the discussions that took place in committee that not all advertisers and advertising agencies might take kindly to the plan of receiving only proofs of their respective advertisements instead of complete copies of the mediums carrying the advertisements. Promise was made that many an advertiser may demand to be "shown" the position of his advertisement and its general appearance as it appears in the complete newspaper or periodical. Or again the advertiser might logically rely upon the accustomed unabridged copies to afford comparison of his copy with that of competitors and to keep him in touch with the trade situation generally. Advertising agencies especially, it was surmised, might, for the sake of inspiration, or similar reasons, prefer to have in hand complete copies of all mediums rather than proofs only of their own productions.

The champion of the new scheme was, in a measure, primed, in his appearance before the postal committee, for just such objections. First of all, he submitted in evidence the replies to thirty-nine letters sent out by his home town newspaper, the Walla Walla *Bulletin*, in which inquiry had been made as to whether single sheets would be satisfactory to "foreign" advertisers. Eight of the advertisers and agents who replied declared that they wanted the entire paper because they desired to see what competitors were doing. Twelve replies indicated that proofs or single sheets would be satisfactory and that it would suffice to have these sent once a week, and nineteen buyers of space advised that the purposes of verification would be served if they received proofs once a month.

SUPPORTING THE PROPOSAL

Backing up the verdict of the advertisers in the Walla Walla newspaper were expressions of endorsement from a number of publishers and advertising agencies.

The Chicago *Tribune* went on record as "heartily in agreement" and expressions of approval were likewise registered by the Louisville *Courier-Journal,* Nashville *Tennessean,* New York *Evening Post,* Springfield *Republican,* and others. The publisher of the Waterloo *Evening Courier* of Waterloo, Iowa, figured out that, in his case, the substitution of proofs for complete copies would mean a saving on white paper and postage that would aggregate $375.

By odd coincidence, the N. P. Gould Company, of 60 West Thirty-fifth Street, New York, projected this same idea of paper conservation through the use of advertising proofs at about the same time that the suggestion first took form at the Capitol. There was furnished to the postal committee a copy of a letter the Gould Company had sent out, early in May, to various publishers declaring the satisfaction of this firm with the growing practice of sending to agencies page proofs in lieu of complete copies. The letter emphasized the fact that cooperation was needed in the advertising business to cut down the waste of paper and asked united action. Having, at the time, no intimation of a possible concession of second class rates, the correspondent for the Gould Company said it was immaterial to his firm whether the "tear sheets" were sent in envelopes at first-class rates of postage or were transmitted through a private distributive service which is specializing in this field.

The Stack Advertising Agency of Chicago sent to Washington an endorsement of the pending bill in which it was stated that page proofs would be quite as acceptable to this concern as complete copies and "will, no doubt, result in considerable saving to all concerned." Incident to the discussion of the advertising agency end of the proposition, it was brought out that a large proportion of "advertisers' copies," as now constituted, are mailed to New York, Chicago and other leading cities where advertising agencies are concentrated and a supplementary consideration that moved the postal committee to recommend the bill was the prospect of affording some slight relief in these cities where the post office facilities are so sadly overburdened. In making its report to the Committee of the Whole House the postal body had stated that publishers, if given the privilege of mailing advertising proofs at second class rates, would undoubtedly adopt a system of inclosing each single sheet in an unsealed envelop properly labeled and the opinion is advanced that such envelopes would be much easier handled in the post offices and by the carriers than the bulky complete copies.

PRACTISE REMAINS OPTIONAL

The system proposed by the Summers Bill, being entirely voluntary or optional, may be expected to encounter little objection from the advertisers and agencies that do not take kindly to the proposal. It was, however, only by a narrow squeak that there missed incorporation in the act a provision that would have made it, in the estimation of many advertisers and publishers, a case of a cure that would be worse than the disease. During the consideration of the proposal by the committee, the Chairman, Representative Halvor Steenerson, asked the Postmaster General for his views on the subject and Mr. Burleson came back with the suggestion that the use of proofs instead of complete copies be made mandatory.

The Postmaster General told the Committee that both publishers and advertisers "are continually importuning" his department to be permitted to mail at second class rates whatever number of copies of a publication may be desired for checking purposes instead of the one copy of each issue for each advertiser that is allowed under the law as it now stands. Therefore the head of the Post Office Department favored stipulation in the contemplated new law that only the portion of the publication bearing the advertisement of an individual could be mailed to him by publishers at second-class zone rates on account of and in proof of insertion. His idea was that it would be well to incorporate in the act a provision to the effect that "complete copies of publications sent by publishers to advertisers shall not be regarded as subscribers' copies unless payment is made therefor in addition to any payment for the insertion of an advertisement."

Opposition to the Postmaster General's scheme followed close upon the heels of the draft of the amendment he advocated. Fleming Newbold, business manager of the Washington, D. C., *Evening Star,* when consulted by the postal committee with respect to the Department's proposal declared: "If the bill were made mandatory there would be endless discussion and confusion. It would never work, in my opinion." In the end the committee reported out the bill as originally introduced, depending upon the clause making the mailings subject to such rules and regulations as the Postmaster General may prescribe to prevent any abuse of the privilege that would tend to stretch the concession beyond bona-fide advertising proofs.

Mennen Company Charged with "Unfair Competition"

Alleging that the Mennen Company of Newark, N. J., makes a discrimination in price between customers, the Federal Trade Commission has brought a charge of unfair competition against the company.

"The commission's complaint is directed to respondent's plan of allowing to the trade certain discounts in the marketing of its products whereby its customers are classified into groups according to a basis of selection established by the respondent. It is averred that under this plan, to customers falling within one group, Mennen allows certain quantity discounts on purchases and to such customers as come within other groups, Mennen refuses all discounts, irrespective of the quantity of goods purchased and thereby making, it is alleged, a discrimination in price between customers."

The commission has also cited the Philadelphia Wholesale Drug Company, a purchasing company for some 800 druggists, on the charge of unfair competition, alleging that they have discriminated against the products of the Mennen Company, because the Mennen Company refuses to allow them the same discount on quantity purchases as allowed other purchasers.

Preparing for Out-Door Advertising Convention

Preparations are already being made for the annual convention of the Outdoor Advertising Association, which will be held at Cleveland, Ohio, September 14, 15 and 16.

C. Johnston Smith of Cleveland has been appointed chairman of the convention committee on which are: Leonard Dreyfuss of New York and H. E. Erickson of Chicago; R. L. Whitton, general sales manager of the Thos. Cusack Co., Chicago, is chairman of the program committee, and Harry Walker, president of Walker & Co., Detroit, will have charge of the exhibits.

Advertising Teachers Elect Officers

H. D. Kitson, of Indiana University, was elected president of the National Association of Teachers of Advertising, at the recent conference of that body in Indianapolis. E. H. Gardner, of the University of Wisconsin, was chosen vice-president, and E. J. Kilduff, of New York University, was elected secretary-treasurer.

The directors elected was as follows: H. W. Hess, University of Pennsylvania, MacMartin, University of Minnesota, and N. W. Barnes, University of Chicago.

It was voted to meet each year hereafter with the Association of Collegiate Schools of Commerce instead of the Associated Advertising Clubs of the World.

"The Walrus and the Carpenter"---They Both Make "Human" Copy

One Fascinated You in the Old Geog'aphy Yesterday and the Other's Helping a Tool Advertising Campaign Grip Today

By ARTHUR JOYCE

MAKE it human!" That's the cry nowadays. It's the "human interest appeal" that's wanted everywhere in advertising. No matter what the product, to "get across" it obviously must have the "human touch." That accounts, in a measure, for the almost universal use of illustrated advertising and for the more recent development of "copy" in colors.

You remember when you were a youngster going to school how the "big geog'aphy" struck home. First thing you did when you got "up" to the higher grades and got that "geog'aphy" as a part of your study outfit, was to rush home and plant yourself in the corner with the book in your lap.

Remember how you turned the pages and looked over every one of the pictures? You weren't impressed strongly with the text matter. You figured you'd get that dished up to you in the schoolroom. Why anticipate what you knew very well the teacher would make sure you "devoured" in your regular school sessions?

ENVYING THE ESQUIMOS

And remember when you turned over to the chapter dealing with the inhabitants of the Arctic Circle how you envied those Esquimos in their fur outfits—especially if it happened to be February—and there was snow on the ground and you'd heard "daddy" insist that mother couldn't have that fur coat because it was so high-priced? Sure, you do!

"Them were the happy days." Then's when the "human interest" appeal first struck home. You liked that Esquimo picture. But you liked the one on the next page even better, because it showed real action. One of the Esquimos had gone on a hunting trip and had caught up with a big walrus. He had "spread" it and the rope was pulled taut as Mr. Esquimo glided over the ice on his snowshoes in the direction of his catch. Oh, boy. Remember, how many times you wished you were up there in that Arctic Circle region, with no "cops" in sight and with the walruses sporting 'round everywhere just waiting for someone to please come out and catch 'em?

Well—you haven't lost that "human touch." As a matter of fact, as you grew older the "human appeal" developed more strongly. And, nowadays, if it isn't human, it very likely isn't read.

Putting the "human touch" into hardware "copy" seems far-fetched, doesn't it? But, Fayette R. Plumb, Inc., Philadelphia, has done it successfully in a series of consumer advertising, produced by the Donovan-Armstrong Agency of Philadelphia, that's now being nationally circulated. This "copy" has lifted hammers, hatchets, sledges and axes out of the commonplace and has surrounded them with a "human appeal" that is unusually compelling.

HARDWARE THAT'S "HUMAN"

Under ordinary conditions a hammer is merely a hammer and an axe is an axe. What more could be said about either of them, except that the particular hammer or axe being advertised is "the best' in the market; that it comes in so many sizes and the consumer may get the hammer or axe upon payment of so much currency to his local dealer?

Plumb officials see the "human appeal" in every tool they make.



The very "Human" copy used to demonstrate high utility and at the same time engender friendly familiarity

And they are taking pains to stress this "appeal" in full-page advertisements in colors that are running weekly in the *Saturday Evening Post*. The "ads," of course, show various types of tools made at the Plumb plant. But they show more! They picture the tools in use by the types of workmen who use them. They show how the tools are made and explain why certain raw products are utilized to get the accurate results that the expert user of tools wants in a hammer or axe, a hatchet or sledge.

One of the "humanizing" features of this advertising which has made a strong appeal to the men who use tools is the manner in which emphasis has been laid on the part that practical workingmen have played in the construction of Plumb tools. "Made for Mechanics by Mechanics," reads the headline upon one of the Plumb pages in the *Post* and the copy follows in this way:

Who knows best how a tool should be made? The man who uses it, every time!

Mechanics designed Plumb hammers; it was a mechanic who suggested placing the head off center in the Ball Pein hammer to give greater weight behind the striking face, that did 95 per cent of the work. Another advised the ball of the hammer be cone-shaped to spread a rivet and not "mash" it. Still another suggested an oblong eye to take a wider, stronger handle to prevent handle breakage.

WHAT THE WOODSMEN ADVISED

On another page presenting, in conjunction, the case for the Plumb nail hammer and the Plumb one-piece axe, the advertiser says to the reader:

A few years ago, we decided that the mechanics of this country could help us in designing a nail hammer that would be entirely free from faults.

Expert workmen in every part of the country were glad to contribute their ideas. As a result we have the perfect PLUMB Hammer.

And again:

Before the dies for PLUMB ONE-Piece were cut, we sent representatives of our factory to the big logging camps where they remained for months learning just what "professional" choppers wanted in an Axe.

A little inquiry revealed the fact that no NEW Axe was considered fit for use until an expert grinder had reshaped and resharpened it.

The information gained from the men who actually live by chopping enabled us to develop the most perfect chopping axe ever made—the PLUMB ONE-Piece Axe.

When a tool-user reads copy like that he is going to put down his paper with the feeling that he, as one of the "mechanics of this country," or as one of the "men who actually live by chopping," has himself had a hand in designing the Plumb hammer or axe. The Plumb tool has been made *his* tool and he has



An advertisement that carries a forceful quality message

sold himself on its qualities.

"ENTHUSIASTIC" COPY

By humanizing the story of the building of Plumb tools, by emphasizing the element of precision that goes into every process in their construction, above all by approaching the discussion of each special Plumb feature like "the off-center head," the "cone-shaped ball," the "extra



This page-copy carries the combined appeals of easy practicability, familiarity with trade-mark, and mechanical "points"

curve and short split" of the nail hammer," and so on down the list with a fine air of novelty and surprise, the advertiser has succeeded in lifting Plumb tools out of the common run of hammers and hatchets, sledges and axes. He says, in effect: "Why, here's something that you as a keen mechanic or woodsman ought to be enthusiastic about. We're enthusiastic about it. Here's a hammer or an axe that, head and handle, ball and bit has been made just for men like you who want something better. It's the tool you have been waiting for."

And the Plumb sales records tell us that he is getting his enthusiasm over.

Educational Films Will Use Natural Colors

National advertisers may now display their goods in natural colors upon the counter of the motion picture screen. The Rothacker Film Mfg. Company has obtained the exclusive rights to use Prizma natural-color film in industrial and educational pictures.

Prizma can display any product in its true natural colors. As a rule, the entire industrial or educational picture will not be Prizma—only the high spots or climaxes. For example, the operations of a textile mill showing how a product is made would be in black and white, but scenes of the finished product would be portrayed in its natural color, as it appears to the eye. Several Rothacker clients already are planning to send Prizma films to the United States Trade Exposition in Buenos Aires and Rio de Janeiro next year.

Levey Starts Film Company

Harry Levey, for three years manager of the industrial and educational department of the Universal Film Company, has resigned that position to head a production organization of his own, which will be devoted to the making of this type of motion picture.

Connected with Mr. Levey's organization are: Don Carlos Ellis, formerly head of the film service of the Department of Agriculture; Mrs. Henry Moskowitz, secretary of the New York State Reconstruction Commission and the Governor's Labor Board; Ben Lake, Harry Fraser, George Utell, Al Karpen, Willard Van der Veer, Henry Clay Grant, Howard Greene, Chester C. Kleber, Mortimer M. Flanders, Tom De Baryshe and others. The firm has been organized on a cooperative, profit-sharing basis, each employee who remains with the company six months becoming a partner.

Besides making special pictures, the new company will release one two-reel feature picture a month which will embody an educational idea. This series will be called "Truth Productions," named after the slogan of the Associated Advertising Clubs of the World.

Mr. Levey has been retained by the Association of Chemical Industries to make a series of pictures showing the history of dyes, explosives, medicines, automobiles, aeroplanes, paint, leather, electrical supplies and food preservatives.

Temporary offices for Harry Levey, Inc., have been opened at the Hotel Astor, while the permanent offices are being equipped. Production studios are at 209 East 124 Street, New York.

"System" Will Have Own Building

In the latter part of July, the A. W. Shaw Company will move from its present quarters at Madison and Wabash in Chicago, to its own new building, located at Cass, Huron and Erie streets.

Why the New York Central Advertises

The Public Owns This Great Utility and the Printed Message Is An Accounting of Stewardship, As Well As a Business Builder

By A. H. SMITH
President of the New York Central Lines

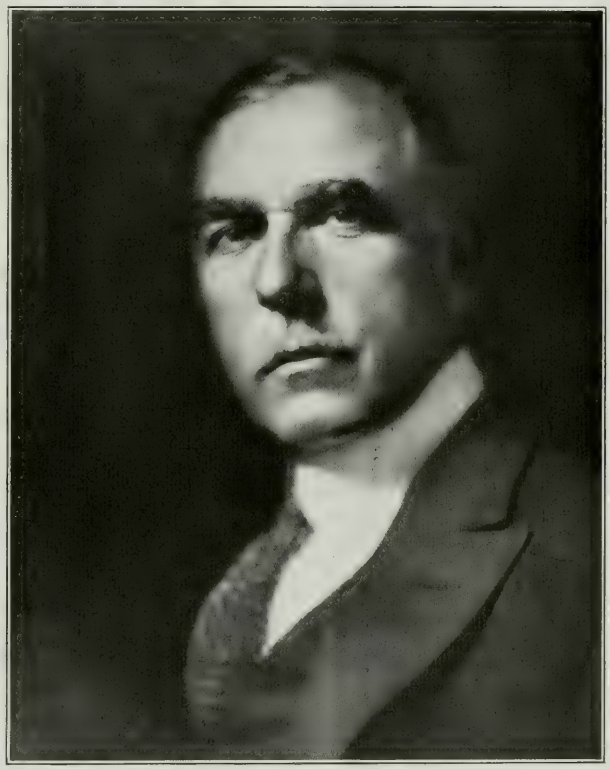
THE New York Central lines are advertising, primarily, for the same reason which induces any good, far-sighted business concern to advertise. They wish to acquaint the public with the facts concerning the service they are able to offer, so that they may obtain the business to which that service entitles them.

With the return of the railroads to their owners, the transportation systems of the country have again become competitive. Each will carry passengers and freight and prosper according to the equipment, the facilities and the organization it is able to place at the disposal of the public.

There is another reason for advertising. This is a new era in railroading. One page in the history of railroading in this country has been written. With the return of the roads by the government and the passage of the new Transportation Act, a fresh page is before us. Conditions governing the management of the railroads differ completely now from what they were in the past. The attitude of the public toward railroads, the future of the roads themselves, which, in effect, means the future of the industrial system of America, will depend largely on the degree of understanding by the public of the railroads and the conditions they now face.

In the opening advertisement of those the New York Central lines are now running, this paragraph was written:

"We purpose to discuss frankly with the public our policies, our ideals, our service, our equipment, our personnel. We want to retain old friends and to make new ones on the basis of thorough knowledge and understanding. Thus we can serve the public as it should be served by a modern, efficient railroad."



A. H. SMITH

It is our desire to have the public know fully and accurately what our policies are, why they have been adopted, what our problems are, what our ideals are, how nearly we come to realization of them and why we may not come more nearly to that realization.

"There has been a great deal of talk in America about government ownership of railroads—that is, public ownership. The fact is that the public owns the railroads today, through the ownership of their securities by individuals and such groups of individuals as savings banks, insurance companies and the like. The public not only owns the railroads, but the public now controls them, through the enlarged powers and functions of the Interstate Commerce Commission, to a greater degree than ever before. Their management, their operation, their receipts, their profits, are under the supervision and control of the public's official representatives.

Because of these conditions, we are advertising. Our advertising is, so to speak, an accounting of our stewardship. We feel that it is due to the public and due to us.

We believe that it will inevitably promote a greater degree of understanding of the far-reaching and important problems of our lines today, and so will bring about a solution of those problems advantageous to us and to the public which we serve—by service to which we are able to continue operating our roads.

We feel sure, from comment which comes to us, that it is doing just that, and in this day to build up friendship for our system and enlist the cooperation of the public is to take a long step forward toward better times for American industry and the American people.

How the Multigraph Made Good in France

Patient Effort Required to Revise French Selling Ideas Has Been Well Worth the Time and Trouble in the Volume of Sales Thus Created

An Authorized Interview with
O. JOHN JOB
Sales Director of the International Multigraph Company

By LOUIS H. FROHMAN

"YOU CAN'T BUY a Multigraph unless you need it," has become one of the best-known slogans in American advertising, and its truth reflects the broad and wise policy of service which has characterized the activities of the American Multigraph Sales Company and which has been largely responsible for the Multigraph's success in demonstrating its usefulness.

The export business of the International Multigraph Company began in 1908 in England, spreading to Germany in 1909 and to France in the same year. The policy of proving the machine's usefulness before accepting an order was held to in the export field as rigidly as at home. The French are a conservative nation, and it soon was found that it was not enough for the Paris office simply to announce that Monsieur le Directeur positively would not be allowed to buy a Multigraph unless his company needed it, but that it was a good stiff problem to make him realize that he should buy it when he did need it!

The task of building the sales and service organization for the Multigraph in France fell to O. John Job, an American, who had long lived in England and who was experienced in the sale of office appliances all over the continent of Europe. So, to Mr. Job I went, to find out just how he had arrived at success in overcoming, for the Multigraph, the proverbial French prejudice against new methods.

MANY OBSTACLES OVERCOME

The first sales efforts in Paris revealed many obstacles which are typical of the difficulties which lie before every American manufacturer entering the French field, and the solving of which are a matter of interest to every exporter, present or prospective. It was found that the most effective methods for creating sales at home not only failed to produce results, but actually caused offense in dealing with the head of a French concern.

At home, the salesman had gone directly to the point of telling the prospect that the Multigraph might be able to cause marked economies in the prospect's printing bills, but that he the salesman, would like to have the prospect meet him half way, for his own sake, and show the salesman what printed matter he used during a year, and what his printer's bills amounted to. With this data before him, the intelligent salesman could quickly determine where the Multigraph's utility lay for that concern, and he could present comparative figures to prove his sales argument for the machine.

What then could be a better method to follow with the French prospects as well? Proverbially thrifty, this demonstrated economy surely would appeal to any Frenchman and close the deal. And it might have—if the salesman ever had gotten as far as preparing his little table of comparisons. But here the obstacles arose! "Sir, you wish to see all the printing that is executed for the personal use of my business? Sir! You demand to know how much I choose to pay to my printer? Ah! that is too much—that is MY affair! Sir, I must request that you be sufficiently obliging to leave my office!"

It was soon convincingly demonstrated that co-operation with the prospect in his problems would not be successful in France. Any question concerning his business invariably aroused suspicion and brought guarded replies, if any. Sometimes general figures on economy could be left for the prospect to make his own comparisons, and draw his own conclusions, but a decision would be difficult to obtain.

The same methods had been followed quite satisfactorily for a long number of years, and there would therefore appear to be no need for a change. Here was a great stumbling block in the road of progress—tradition. They had done without the Multigraph; others were doing without it—why do differently?

TURNING THE THOUGHT ABOUT

In this very argument against installing the machine was finally found the most powerful selling force FOR it. The sales appeal was completely changed and centered upon citing the example of large and prominent concerns who were using the machine with success, thereby establishing a precedent for the new prospect to do likewise.

This change of approach proved effective, although at first reference was limited to American concerns known in France. The first important sales were several months in being closed, but here example made others easier and the business grew, until the outbreak of the war cut down both orders and deliveries. The Paris office remained open even through the periods when the German onrush threatened the city and many other businesses were momentarily abandoned.

With a diminished force and practically nothing to sell, the principal activity during this period was the maintenance of a service department for the machines already sold.

But groundwork for the future could be done, even at a time when only essential business activities were going forward, when transportation was difficult and when the factory in Cleveland had turned its entire output to war production, making thousands of time fuses for "75" shells per day. Enough machines were retained in the Paris office for demonstration, and sales were made for delivery in an uncertain and distant future.

After the signing of the armistice, shipments commenced again and sales have kept far ahead of deliveries ever since. This is due to the preparation work done by the small sales force during the war, when they had nothing to sell and when many sales organizations had shut down entirely.

The salesmen in the Paris office are French, but they have been trained in the American principles of selling as well as thoroughly familiarized with the operation of the machine and its many possibilities for usefulness.

TRAINING THE SELLING FORCE

A new salesman is given a two weeks' course of instruction before

The New York Globe

Offers the general advertiser his most effective means for reaching a selected group of prosperous New Yorkers.

卐

The Globe does not boast of largest circulation or heaviest volume of advertising, but delivers profitable returns on money spent in its columns.

卐

The Globe exercises greatest care regarding the advertising it accepts, and its readers have confidence in what it prints.

卐

MEMBER A. B. C. **The New York Globe** 170,000 A DAY

JASON ROGERS, Publisher

he is sent out. Then he is assigned a definite and intensive territory, given a list of a few good prospects to start on, and goes forth. Beyond this start, the salesman finds his own prospects. However, he is required to do two things; he must remain within his territory and he must turn in a report of every new prospect with the name of the buyer, to be added to the mailing list.

Mr. Job has frequent chats with his salesmen and in checking their prospects gives them helpful suggestions for their follow-up, and keeps the principles of constructive salesmanship constantly before them.

The foregoing outline of Mr. Jobs selling principles will not sound in the least original or perhaps even interesting if you have not tried to direct a French sales force yourself. If you have done so, however, you will realize what tact it requires, and how totally different is the foreign conception of selling which Mr. Job had to change.

The French salesman is first of all in business for himself. He may represent a large house but unless he is a member of the firm, his commission is his only interest, and in principle he carries his business in his hat. He may be selling motor trucks, but if he hears of someone who wants to buy a large quantity of madras shirting or leather or sugar, he will negotiate a meeting between buyer and seller and expect a commission for his pains. Or it may be merely an introduction of one friend to another but if business results he will have his little rake-off.

In France no one seems above accepting a little tip. If you give an extra penny to the street-car conductor or the postman, he will raise his cap and thank you profusely. On the higher levels, it takes on the dignity of a "commission" or a share in the profits from the deal, but the principle is the same right up to the bank president.

FRENCH IDEAS OF COMMISSIONS

I am tempted to digress far enough to tell you of an American friend who was here with the army and had enjoyed the acquaintance of a fine old French gentleman and his family. He happened to be able to do a business favor for this Frenchman which netted the latter a good profit. The old gentleman was delighted but desired to pay my friend a share of his gains. When the American explained that what he had done was very simple, that it had been a pleasure, and that he wanted no money for it, the whole family at first insisted, thinking that my friend had not understood. Then they became extremely puzzled by such a lack of good sense in an American who is the most practical of persons, and this condition lasted for several days. Finally the old gentleman saw the light, as he thought; if the American did not take money, then is must be because he wanted something else; what could that be? Ah! he knew.

The next time the young officer visited the house the air of uncertainty was gone and the family was more cordial than ever before. But soon he found himself bound to offer refusals more delicate yet more emphatic than ever. The Frenchman had decided that if my young friend would not accept money, it was because he desired instead, the hand of his daughter! After an uncomfortable half-hour, the family was convinced that Americans will do things for their friends without thought of personal reward, but that particular friendship was severely strained.

The members of the Multigraph Paris sales force have become used to American methods. They turn in their reports so that the office can build an accurate mailing list for follow-up letters and literature. But they require constant help in the way of practical suggestions to meet any new circumstances in their selling.

It is very difficult to bring the French salesman out of the "order taker" class into the field of constructive selling; to make him see the possibility of two orders where only one grew before. The same shortcoming is evident in French advertising. The poster is the most general form, and newspaper and magazine copy follow the most primitive style of poster copy as well.

The extent of French "copy-appeal" is to fix the *name* of the product in the public mind. Many of the first advertising successes in the United States were made in this way for household articles of general consumption. It is limited, however, to products for which there is a fixed demand and for which it is just a choice of asking for one brand or for another. If a man has his mind made up that he cannot do another day without a new stove for his parlor, there are several makes that will clang for his attention from the last page of his newspaper, from the walls of the subway station, and from the fence he passes on his home. But should he not be positively determined to buy a stove of some sort at any cost, there is nothing in French advertising to make him realize the comfort he is missing or the daily waste of fuel that is going on in his home until he buys a Hades Heater. In short, in selling or in advertising, the French will compete for a share of an existing market, but they never, never think of broadening that demand or of creating a new one.

The Multigraph Company is not the only American firm employing French salesmen. Many others have found it the most satisfactory plan, but they are doing the same educational work as Mr. Job. This foundation work is done for the benefit of the firms employing the salesmen, but it is bound in time to have a broad effect on all French merchandising. When the day comes that the principles of service in selling are learned and practised, it will be due to those who, with patience, now are showing the way.

"Kaladians" Have Special Edition

"Kalamazoo at a late hour this afternoon is absolutely brainless."

This statement, which made Kalamazoo citizens stare when they read it in an extra edition of the Kalamazoo (Ind.) *Gazette* on the afternoon of Thursday, June 24, was the *Gazette's* unique way of announcing that the Kalamazoo Advertising League had pulled up stakes and moved to Gull Lake for its annual outing.

A full front page of the extra edition given over to the Kaladians and their "doings," with cartoons, personalia, a picture of Clifford V. Buttlemen, President of the League, and eight crowded Kaladian columns of humorous "news matter" provided a unique record of the outing.

Sales for 1919 Nearly Doubled

The National Acme Company reports May sales totaled $1,712,994. against $825,084 in May, 1919, and net profits $560,987, compared with $212,525. For five months ended May 31, sales were $8,017,039, against $4,427,633 in the 1919 period and net profits, $2,647,971, against $1,260,585.

O. J. Gude Erects Largest Typewriter

The largest electric typewriter in the world has been erected at Broadway and 46th street, New York, by the O. J. Gude Company, in a spectacular electric display featuring the Hooven typewriter. It is 28 feet by 35 feet and includes 1,578 globes.

Maddock, Manager of A. P. Hill Co.

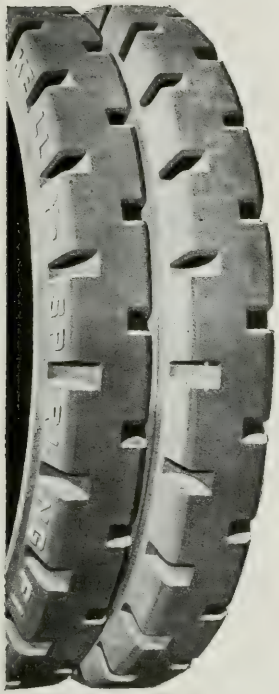
R. S. Maddock, formerly in charge of all advertising and sales promotion work for Lowe Brothers Company, Dayton, Ohio, has joined the Albert P. Hill Co., Pittsburgh advertising agency, in the capacity of general manager.

Edward O'Fallon, Jr., formerly of the D'Arcy Advertising Company, and the Mergenthaler Linotype Company, is now a member of the Hill copy staff.

Collier's

THE NATIONAL WEEKLY

5¢ a copy



Kelly-Springfield and Collier's

Collier's has been chosen as a leading factor in the Kelly-Springfield national advertising campaign.

Watch Collier's

We Just Wonder When Reading Advertisements—



Slight elaborations by Artist Stanley on some suggestions found in the Cornell "Widow"

Lee W. Maxwell Wins Golf Tournament—Elected President

Lee W. Maxwell, vice-president of the Crowell Publishing Company, in defeating R. G. Worthington with a score of 79, won the tournament of the American Golf Association of Advertising Interests held at Shawnee-on-Delaware, recently. Maxwell beat Roy Barnhill in the semi-finals and Worthington won from Paul Lewis.

For the 1920 season, the association elected the following officers: Lee W. Maxwell, president, W. G. O'Brien, first vice-president; Frank Finney, second vice-president; and Ray Wilkins, secretary and treasurer.

The following summary of the tournament gives the winners in each flight:

First flight won by Lee W. Maxwell, defeating R. G. Worthington, 4 and 2 in 36 holes.

Second flight won by D. L. Hedges, defeating G. P. Hedges, 3 and 2.

Third flight won by R. C. Hollie, defeating W. G. Lasher, 6 and 5.

Fourth flight won by Frank Nye, defeating R. H. Tibbs, 5 and 3.

Fifth flight won by F. C. Little (this is the famous hole in one), defeating T. E. Conklin, 4 and 3.

The Beaten eight of the first sixteen was won by E. W. Conklin.

The Beaten eight of the second sixteen was won by C. E. Titchner.

The Beaten eight of the third sixteen was won by R. G. Ward.

The beaten eight of the fourth sixteen was won by F. L. Wurzburg.

The Beaten eight of the fifth sixteen was won by Guy Bolte.

The low net of the Saturday handicap tournament was won by E. K. Gordon.

The women's putting contest was won by Mrs. Bird, with a remarkable score of 31.

Wales Agency Girls Defeat Men in Baseball

The ladies' baseball team of the Wales Advertising Co., New York, which was formed last year, defeated the men's team by the score, 7-6, at the annual outing of the agency, held at Bear Mountain last Saturday. A feature of the close, well-played game was a fast triple play by the men's team.

An original souvenir of the outing was a little paper, called "The Prints of Wales." It was gotten out by the "underlings" of the agency without the knowledge or sanction of the executives, and was filled with advertisements burlesqued in real humorous style modern advertising.

Duluth Advertising Club Elects

A. H. Weigel, of the Duluth Glass Block Store, has been elected president of the Duluth, Minn., Advertising Club. John Shadbolt, of the Stone, Ordean, Wells Co., was made vice-president; A. T. S. Yates, Andresen Ryan Coffee Co., secretary, and Louis G. Castle, Northern National Bank, treasurer.

Michigan Press Women Elect Officers

Helen Ashton Williams, of Grand Rapids, was elected president of the Michigan Women's Press Association, at the convention at Jackson, Mich., recently. Others elected were: Vice-presidents, Mrs. Fred Gage, Battle Creek; Mrs. Eleanor Gage, Saginaw; Irene Pomeroy Shields, Bay City; Florence Brooks, Jackson; Mina H. Varnum, Detroit; recording secretary, Clara D. Pierson, Stanton; corresponding secretary, Maybel Grissonx, Grand Ledge.

Street & Finney Hold Picnic

The employees of Street & Finney, New York advertising agency, motored on Monday to Rye, N. Y., where water sports, dancing and baseball were enjoyed, not to say anything about the "eats" and lemonade with real sugar in it.

South Bend Advertising Club Re-elects Mac Donald

At the annual meeting of the South Bend Advertising Club, C. A. MacDonald was reelected president, Lew Fleming was elected vice-president, H. R. Paxton was chosen secretary and W. G. Jeschke was made treasurer.

United Cigar Sales and Earnings Increase

United Cigar Stores Company sales during May were $6,823,443, a new high record, exceeding the corresponding month last year by $1,447,043 or 27.6 per cent. Net earnings of the company for May showed an increase over 100 per cent, compared with the same month last year.

"System" Opens in Cleveland

Harper Payne has opened a Cleveland branch office for *System*, at 514 National City Building. Mr. Payne will represent the publication in Northern Ohio and Detroit.

The Problem of Selling a Long Line

There Must Be Some String That Will Keep the "Beads of Your Business" Linked Together, and This May Help Provide One

By J. K. FRASER

Vice-President, the Blackman Company, New York

AN EXPERIENCED sales manager says—"I can always tell whether a company is under manufacturing control tends to produce a big unwieldly line of merchandise. Selling control, on the other hand, tends to produce a compact line, which can readily be handled through the sales force.

I have checked this observation against my own experience and cannot concur. I know companies whose sales forces are constantly calling for new items to meet competition. I know companies whose manufacturing department is constantly making new items to cover some field dominated by a competitor.

In some cases the manufacturing end exercises a wise veto on goods the sales department wants. In other cases the sales department keeps up a constant plea to hold down the line.

If, as an outsider, you have attended a sales meeting of a long-line house, the chances are you have felt as if you were inside a kaleidoscope.

THE EXCHANGE OF VIEWS

The man from Indiana takes the floor and harps on the demerits of No. 7-11.

The gentleman from Mississippi would like to see a change in No. 7-11-44.

Mr. Metropolitan salesman puts in a plea for a new No. 1001 to satisfy the East Side trade.

Item by item the black sheep are brought out and exercised; the good old stands-bys are patted on the back; the swarm of fledglings for next season's catalog are sifted through a screen of tired, scattered minds.

Each turn of the conversation seems to develop a new sales pattern to be studied. Each pattern seems to have little or no relation to the others.

The jobbing salesman has long been held up as the last gasp in passive salesmanship.

His long line casts the die.

In some mysterious way, his brother, who carries a long line for some manufacturer, is expected to rise out of the mire and vitalize every item in the thick calalogue he carries.

It can't be done.

It isn't done.

We have all heard of the man who could not see the forest on account of the trees. In his groping, he should have the sympathy of the long-line sales force which can't see its selling story on account of the merchandise.

THE STRING OF BUSINESS BEADS

To illustrate the point, I have had strung up a small handful of irregular shaped and sized beads.

Before the thread was run through, we had merely a bunch of beads, each rolling around at its own will, none subject to influence from the others. The thread made them cohesive.

In that thread, lies the selling salvation of the long-line house.

Somewhere in every line there is a selling thread, perhaps slender, which will string through every item in the line. If the thread were not there, the items couldn't come out of the same business organization. Until that thread is found and used, we will have a sales force selling scattered, unrelated items in place of a sales force which is really selling a line.

But where is the thread? What is it? How can it be put into useful selling form?

These are no problems for the average salesman on the road to wrestle with.

They are problems for the best executive minds in the business—those with the fullest access to the whole philosophy of the business undertaking.

ADVERTISING THE THREAD OF THE "LONG LINE"

Advertising has wonderful possibilities for supplying at least one strong strand in this thread. But to supply even a strand, the advertising must be studied with the thread problem in mind. Then it must be adapted to the working mind of the average sales force.

I once talked with a long-line manufacturer who complained that his men sold too many of their low-priced, low-profit goods, and too few from the high-priced, high-profit end.

THE FEATURES WERE "BURIED"

In the search for clews I asked for typical order sheets. These orders sheets all started with the low-priced goods and continued down the sheet to the point where the salesmen succumbed to writer's cramp, or the buyer lost his breath.

One or two items from the profit line were then tucked onto the end of an impressive looking order—the kind of order that was turning this manufacturer into a sales pessimist.

As the order sheets all began and ended in the same way, I naturally asked to see the catalogue. And there was the answer.

The printing press had guided this company's whole selling procedure backwards. The plot of the catalogue opened on page one with the lowest priced competitive staples in the line. Along toward the middle it warmed up to some of the medium grade goods. The curious buyer who wanted to know how the plot really ended could turn to the back pages and there find tucked away, just before "Finis," the high quality goods that this company most wanted to sell.

The house had simply not studied its own problem of selling a line. It made items, priced items, preached items. Then it turned the salesmen loose to do their best with a misguided catalogue hung about their necks.

The case, of course, is extreme. It typifies, however, a lack of executive study of line-selling, which is getting many a long-line sales force into trouble.

We are coming into times when salesmen must go back to work. The long-line house should recognize that a most important part of the salesman's work must be done for him.

The sales force, unaided, will never effectively handle the scattered handful of beads.

It needs a selling thread to string them on.

You must supply it.

"Suppose Your Name is Joe," Are You Sold on The Sales Talk of This Folder?

How the Pratt & Lambert Company's Charlie Ritter Broadside Is Attracting Dealer Attention and Selling 61 Varnish

By L. H. HARVEY
Assistant Advertising Manager, Pratt & Lambert, Inc.

IF A DEALER were reading your broadside, and one of those really "welcome" salesmen walked in, would he keep on reading your broadside, or would he drop it and chat with the genial traveller?

Mighty few of us would stake our bet against the salesman. "He's human," you say. "You can't expect cold type to carry the warmth and interest of a red-blooded man—a man who knows his trade and has won their personal interest."

But that doesn't mean that our printed matter must necessarily lack that breath of humanity which puts the vital spark of action into the personal solicitation. Suppose our broadsides are created with the mental slant of the salesman—suppose a salesman wrote them just as he would talk to a dealer. Couldn't he get his personality, his man-to-man conviction, across to the dealer with the same earnestness as he would in a personal call?

"SUPPOSE YOUR NAME IS JOE"

That's the idea of the "Charley Ritter" folder. Charley Ritter is one of the Pratt & Lambert Salesmen—a man whose personality is apparent in his photograph. So Charley does all the talking in this broadside—not a "nice, little mess of words" but plain, straight selling talk.

The folder starts with a self cover which portrays Charley's genial profile in generous proportions. No time is lost, Charlie starts right in and says, "Suppose your name is Joe—and mine is Charlie." It's just the frank, simple introduction of a good salesman to a good business man.

Opening up the folder, the dealer is greeted by a full figure view of Charlie, with arm extended to shake hands. Salesman-like, he develops his good opening like this:

"And suppose I come into your store, give you my hand, and say, 'Hello Joe!' —You've known me a long time, and we're old friends. We've done business together for years, or perhaps we haven't, but, anyway, you know me so well that you are glad to call me Charlie and I call you Joe!

"This trip I come along and say, "Joe, be good enough to give me five minutes of your time—just five minutes and I'm through.

"Joe, we've got a pet child in our family—the Pratt & Lambert Family. That pet child is '61' Floor Varnish and that pet child is just about grown up now and is ready to go to work for you. Since we added the line of colors two years ago the sales of '61' have tripled. That's a fact, Joe, and the most of the dealers who handle it have tripled their sales on '61' and some have done even better!"

SELLING THE NATIONAL ADVERTISING

From that point, Charlie goes over all the details with Joe. In one place, Charlie is shown holding a display rack in his hand. Two other views show him pointing to the assortments and selling helps that are included in two introductory propositions.

The folder opens us, as a final smash, to a big spread where a life-size, full-face picture of smiling Charlie appears holding in his hand full-size reproductions of the "61" ads in general magazines. Continuing in salesman-language, Charlie points out the size of this campaign, reaching some eight million circulation each month, and makes the dealer see how the campaign works for him. Let's listen a moment to some points of Charlie's exposition of this campaign:

"Now, Joe, here's where we come to the Main Tent! Just feast your eyes on these magazine ads! Aren't they winners? Won't they help sell '61' for you, with your store all lit up with that big giant window display or that Local Mailing and Sampling Campaign and the free sample cans working for you on the side?

REAL SALES TALK

"I know, Joe, that you may not be as strong for the magazine advertising as you are for the display matter or the sample cans, but, Joe, it's the big national advertising that really puts the punch behind a product. It builds reputation, character and prestige for a product and the dealer that handles it.

"And these ads will be working for you in your town every month this spring. These magazines go to the same kind of people in your town as those who come into your store and are your best customers. Bear that in mind, Joe. This tremendous magazine advertising would not be worth anything to us if it didn't reach the right class of people in your town—in every town—and help you sell '61.' That's why we want you and every other live dealer with us.

"I'll say to you, Joe, that when you hitch up with '61' you certainly have some advertising, as well as real varnish back of you."

Then the broadside closes with a picture of Charlies going over the assortment sheet with Joe. Here's Charlie's final talk:

"You come along with us, Joe. We need you and you need us. We can prove that you need us if you will just give us the opportunity, and send in the Post Card. Good-bye, Joe; and send the Post Card."

HOW THE FOLDER GOT ACROSS

The post card preserves the continuity of the idea because another pose of Charlie is on it, pencil in hand, picking out the place for the signature and a "sign here, please." The address side of the post card is to "Charlie," care of Pratt & Lambert.

Now, did this folder get across? Yes, measured in actual post card returns it pulled a higher percentage than any of its predecessors. Measured in dealer interest, this folder seemed to develop an exceptional amount of comment. Letters are still coming in addressed and written to "Charlie" or "Friend Charlie," and these communications all have that spirit of lessened restraint that comes after a salesman and dealer get to really know each other.

Needless to say, the sales force evinced exceptional interest in this mailing. And as they called on the trade for months afterwards they were twitted by the dealers about "Charlie." These comments often took the form of good-natured banter about what a good-looking fellow Charlie was, and so on, but they all clearly showed that the dealers had felt something of the personality of Charlie. The gap between manufacturer and dealer had been bridged to that extent, at least, and the dealers, consequently, were that much more willing to give the men a real hearing. Charlie, in print, found the road to the dealer's good will, just as Charlie, in person, is doing every day.

Ideal Stencil Machine Account With Gardner Agency

The Ideal Stencil Machine Company, Belleville, Ill., has placed its advertising account with the Gardner Advertising Company of St. Louis and an increased appropriation is being considered.

ANNOUNCING

the formation of

HARRY LEVEY CORPORATION

Producers and Distributors of

INDUSTRIAL EDUCATIONAL FILMS

Mr. Harry Levey announces his resignation as Manager of the Universal Film Manufacturing Company, Industrial Department, and the formation of Harry Levey Corporation, Producers and Distributors of Industrial-Educational Films, with general offices in New York City.

The determination to separate industrial-educational from amusement production is, in a large measure, the result of the advice of our good friends among advertising and sales managers and business executives who have convinced us that the past close connection between the amusement and the industrial departments has been detrimental to the best interests of industrial and educational films.

The personnel of the organization is practically the same as that associated with Mr. Levey before his resignation. It consists of well-known directors, scenario writers, cameramen, editors and technical artists. Merchandising and publicity departments are manned by experts. Studio and distribution facilities are the best obtainable.

Arrangements have been completed by Harry Levey Corporation for the production and distribution of industrial-educational films through both theatrical and non-theatrical channels. Theatrical distribution facilities have been materially increased by removing the limitations of one-organization distribution.

HARRY LEVEY CORPORATION

Producers and Distributors of Industrial Educational Films

NEW YORK CITY

Until the completion of new offices temporary headquarters are located at 1652 Broadway, New York

Calling on Science for "Hit-the-Spot" Advertising

How a Scientist's Vision of Half a Century Ago Applied to Advertising Opens Up New Sources of Copy Interest

By BURTON BIGELOW

WAY BACK in eighteen-hundred-and-something Edward L. Youmans, a professor in Yale, acquired the presentiment that science could be popularized, provided you sugar-coated the pill and made it entertaining while you were making it instructive.

Youmans was a scientist by instinct. It was he who introduced Herbert Spencer to the world and gave Darwinism its first send-off in this country, while all Europe was jeering at the Englishman and his "fool theories."

Youmans was the father of all the present-day popular, non-technical scientific sheets. He started the *Popular Science Monthly* on faith —and made it pay.

His idea, briefly stated, was to popularize science and make it palatable, interesting and understandable. He believed the people were hungry for real knowledge and eager for science if put in the proper dosage and dress.

Youmans knew the relation between science and the daily lives of human beings. He saw the romance —or shall we say the human interest in science. He reduced it to simple terms and gave it to the people in a series of popular lectures that made him an attraction second only to Beecher and other "spellbinders" of the period.

This professor with the urge to disseminate science filled a popular educational niche that never had been filled before and drew audiences whose interest in the speaker was more genuine and sustained than that induced by any oratory. His idea was not only sound—it was tremendously successful.

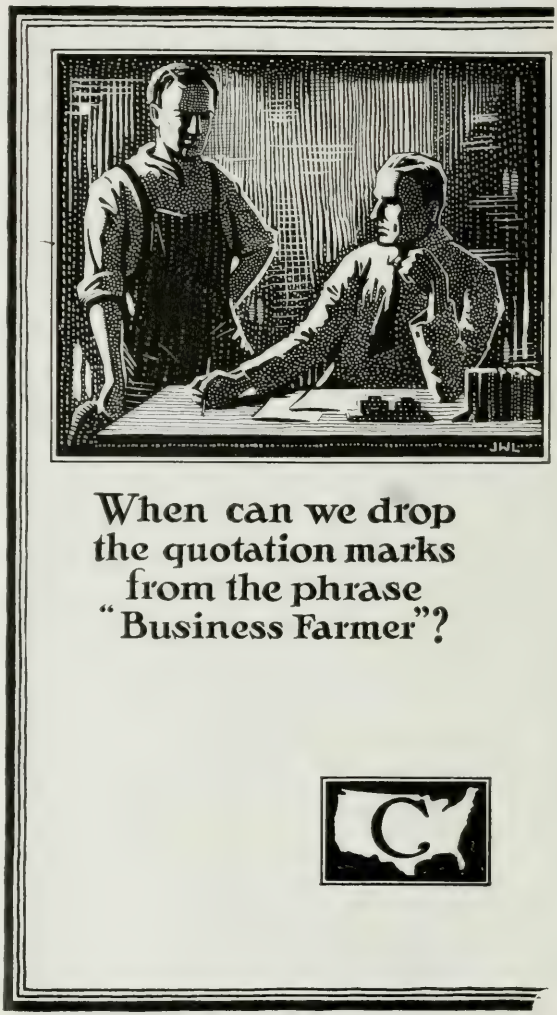
FEW ADVERTISERS SEIZE THIS CHANCE

Yet, after all these years, there are but few advertisers cashing in on the copy possibilities of popular science as discovered by this Yale professor.

A study of almost any advertised product will reveal a link between science and the product. With that link established, it is comparatively easy to connect science as applied to your product, with the user and his interest.

One of the most interesting series of advertisements with a strictly scientific trend, are those of Arthur D. Little, Inc. of Cambridge, Mass. It seems almost probable that the writer of those advertisements is familiar with Youmans' lectures. One advertisement in particular, headed: "Chemistry and the Yellow Snow" suggests Youmans' "The Chemistry of a Sunbeam" and is just as interesting.

"Few people ever have seen yellow snow," it begins, a statement with which we can all agree. "But the people of Wisconin remember a yellow snowstorm and they also recall how it puzzled them. At least they were puzzled, until chemistry explained it. A chemist examined the flakes by microscope and found that they contained over thirty different minerals. Then he conferred with a mineralogist, who determined their source. So it was proved that the yellow snow was due to a sandsorm in Texas arising into the upper atmosphere and then intermingling with snow in the more northerly latitudes of Wisconsin."



Would it not be difficult to improve on that for popularizing a scientific subject? And would it not be difficult too, to find an advertisement higher in interest value?

"But," says the Average Advertiser, "these folks are chemists. That is their business. There is no science in *my* business!"

Which, of course, simply proves one of three things:

(1) The advertiser doesn't know much about science.

(2) He doesn't know his business and his product thoroughly.

(3) He doesn't see the relation between the two.

It is probably expecting too much to insist that the Average Advertiser instantly see the relation between science and his product. Yet when shown that relation, he is quite apt to turn a bit crimson about the ears and give himself a silent cussing-out for not seeing it all the time.

Apropos of the really close relation existing between apparently unrelated facts, it is said that the scientist Huxley, a devotee of Darwinism and a friend of the author of "The Origin of Species" at one time got himself into "hot water" with his scientific society by propounding what seemed to be a very foolish question regarding the relation of seemingly unrelated things.

The fact which Huxley used to trip up his high-brow colleagues is related at length in "The Origin of Species" from which work Huxley no doubt had secured it, propounding it to his scientific associates for the probable purpose of testing their familiarity with Darwin's theory.

Huxley's question, brought down to date, was something like this: *"What is the relation of a yellow cur to a field of red clover?"*

The scientists gave Huxley the glassy stare, asked the doorman to lead him to the nearest outlet with a red light thereover market "Exit" and promptly voted to throw him out of the society for such unscientific behavior."

HOW HUXLEY WORKED IT OUT

All the while Huxley was giving them the merry ha! ha! up the nether sleeve, and later, in order that the fun might not be confined to too few, wrote a pamphlet answering his own question.

The answer showed that there was a very close relation between the dog and the field of red clover, to-wit: The fertility of the clover depended upon the presence of a sufficient number of humble bees to carry on the distribution of the pollen necessary to the process of fertilization. The number and presence of the bees in turn depended upon the activity of the field mice, who destroyed the comb and made life miserable for the bees. Furthermore, the peace and plenty of the field mice depended upon whether or not there was a cat domiciled in the vicinity, for be it understood, the cat made things merry for the field mice. And the yellow cur—ah, he was the key to the whole situation—for if he abode in the neighborhood, the cat soon left, and with the cat gone, the mice were busy and multiplied —and as they multiplied, the bees diminished, and as the bees diminished, the clover failed to be fertilized and the crop was a failure. Therefore, it is quite easy to see that a yellow cur in the neighborhood of a field of red clover meant a crop failure.

Such is the close relation of seemingly unrelated things.

If this example seems far-fetched and exaggerated, suppose you ask your printer to-morrow to tell you the relation between cows and half tones. Not any happen-stance relation he may think of, but a constant and ever-present relation. I'll wager he can't do it. Yet the relation is clearly defined. Find it for yourself in another of those Arthur Little advertisements head-

— **Possibly, when you hear the expression, "Business Farmer," you immediately think of a big-scale farmer with a battery of tractors and a battalion of hired men. He is, of course, a business farmer to a very high degree.**

But—read over this list of equipment for even a smaller than ordinary farm. "..... I farm 80 acres, with the following equipment: plow, harrow, disc, lister, one-row planter, wagon, mower, road drag, ditching machine, manure spreader, motor car, gas engine, water system, garden tools, silo, large barn, ensilage cutter, warehouse for hay, electric lights in house and barn, 3 horses, 16 cows, registered Holstein bull, 30 head of sheep, 2,000 square feet of cement flooring, motor for a cream separator, etc., etc."

This man with his capital of $25,000 has a manufacturing plant which certainly justifies the title of business farmer—without the quotation marks.

More than 700,000 Midwestern farmers, like this one, appreciate the upstanding, two-fisted character of the business farming editorial policy of Capper's Farmer.

Any manufacturer may consider them worthy prospects for his product—and the columns of Capper's Farmer a worthy messenger for his sales story.

The
CAPPER FARM PRESS
(MEMBERS A.B.C.)
Arthur Capper, Publisher
Marco Morrow, Asst. Publisher
TOPEKA, KANSAS

ed: "Chemistry and the Astonished Cow" which is reproduced below:

"The cow made the milk for use in the family—in her own family. She thought she knew all about it. She was resentful and surprised when the farmer ran it through a separator and made butter from the cream, but she was astonished when the chemist got to work on the skimmed milk which the farmer threw away. She had never heard of milk sugar or casein; and the idea that billiard balls and back combs and knife handles and adhesives for coated paper were hidden away in this same milk and only needed chemistry to bring them out, was altogether new to her."

Thus you see, that to the man who really *knows,* cows and chemistry are closely related to halftones inasmuch as casein is necessary to coated paper and coated paper required for halftones.

Which only goes to prove that there is a link between business and science—if you can find it.

SCIENCE AND THE KODAK

New let's take something seemingly more prosaic. This time a Kodak. From the Kodak to its big brother is but a step—and we have an advertisement: "Weighing the Stars by Photography." You will agree that it is hard to swallow your curiosity until you have read more about how it is done. And the copy sustains the interest which the headline has arounsed. Note this:

"Night by night the camera, a silent sentinel, watches the heavens with never-failing eye. Across two hundred and forty thousand miles of space the Moon yields up its secrets—shadowy, dry ocean beds, vast craters of long-dead volcanoes, walled plains, mighty mountains. In the far reaches of the Milky Way, a comet flashes—and the photographic plate records its brief appearance."

Does that get interest? It does—new, fresh, lively interest that makes the product something more than a collection of leather, brass, cloth and glass. Truly in this case, they have "hitched their wagon to a star!"

Few enough are the current examples of popular science injected into advertising to enliven its interest value. But whenever you do find such examples, you find them interesting.

Bausch & Lomb have touched the spot—at least once—in an advertisement headed:

"A piece of glass—just a bit of sand and of salt—exactly combined, carefully melted, skillfully formed and polished—a LENS!"

Dozens of other copy ideas with science as the base, lay like undiscovered gold—just beneath the surface of superficial thinking. Take for instance, the campaign of the Magnesia Manufacturers. Magnesia is an insulator, so they tell us. It prevents the waste of heat units from transmission pipes.

Out of my window the other day, I saw a splendid heading for a Magnesia advertisement—a heading of dramatic interest. All I saw was a broad dark streak in the snow—but in my mind there was an instant connection between that dark streak and the cold feet I had been nursing all day. The thought is this: If steam-pipes conveying heat to a small building, lose enough heat when buried deeply underground, to make a streak fifteen feet wide in the snow a dozen feet above them, then the loss of heat units between my office and the heating plant fifteen squares away, must be tremendous.

FOR EFFICIENT HEATING PLANT
"COPY"

An appropriate illustration with a heading: "The Dark Streak Through the Snow"—and text to explain its cause—and show how proper Magnesia insulation would prevent the loss, would arouse intelligent and thoughtful interest on the subject of Magnesia as an insulating agent.

Take another example. We all know, for instance, that vibration is the ruin of machinery. Suppose you are marketing a service or a product to reduce vibration. Here are tremendous possibilities for interest by linking science to the advertising message and working out copy along the lines of vibration and its effects. Imagine an advertisement headed: "The Violinist Who Wrecked a Bridge." Impossible, you may say. Impossible or not, the fact remains that there is hidden in nine out of every ten propositions, possibilities for copy appeals fully as dramatic as this — which suggests that the continued vibration of a violin string set into action forces which eventually destroyed a bridge.

Thought reveals almost unlimited possibilities for gripping, dramatic copy through the aid of science. Take for instance, two accidents that gave the world great inventions—the rubber tire and the phonograph. When other copy appeals get old and prosaic, would not science linked to the product bring a fresh angle? For example: "An Accident Which Carpeted the Roadways of the World With Rubber." Can't you almost write the copy for that advertisement this minute? "An Accident That Brings Caruso to Your Home at Your Command."

Ponder the possibilities of popularized science—and in a single day you'll find a dozen times as many good ideas as have been here suggested. And the best of it is—not that they will be dramatic or thrilling or new—but that the reader public will read them and take a new and freshened interest in the product to which the popularized science is linked.

Gorham Company Reorganizes

The Gorham Manufacturing Co. has reorganized as a holding company for the following subsidiaries: the Mount Vernon Co., Silversmiths, Inc., William B. Durgin Co., Concord, N. H.; Whiting Manufacturing Co., Bridgeport, and the William B. Kerr Co. of Newark, N. J.

The reorganization plans provide for the taking over of all manufacturing plants by the Gorham Manufacturing Co., centering all production and leaving each of the subsidiary companies to develop its own markets with its own sales organization. H. A. MacFarland was elected president of the Gorham Manufacturing Co., to succeed John S. Holbrook, who was made chairman of the board of directors, a new position.

Iowa Paper Sold

Paul S. Junkin publisher of the Creation, Iowa, *Daily Advertiser-Gazette,* has sold the paper to DeWitte Sowers, business manager, and W. A. Roseberry, for fourteen years head of the mechanical department. Mr. Junkin recently acquired the Ft. Madison, Iowa, *Daily Democrat,* and it is reported that he contemplates buying a still larger morning and evening paper in Iowa.

Advertising Agency Issues Book on "Population and Distribution"

The J. Walter Thompson Company has published an interesting and helpful volume called "Population and Its Distribution," containing 218 pages of statistics compiled for advertisers from the United States Bureau of Census figures. The book is likely to prove a very handy volume for all who are engaged in advertising and selling. The figures include the population and number of families in each state, together with the percentage of urban and rural. The book furnishes a classified list, by sizes, of all incorporated cities and towns of 500 inhabitants and over, of which there are more than 9,000. It also gives the number of farms operated by their owners and, in addition, by cities and states, the number of wholesale and retail dealers in the more important trades. The J. W. Thompson Company makes the interesting statement that over 2,000 firms in 204 lines of business are using "Population and Its Distribution."

Assistant Advertising Manager for Ford, Dead

Thomas E. Sloan, assistant advertising manager for the Ford Motor Company, died on Wednesday of last week, in Detroit, after two months' illness from tuberculosis. He entered the Ford plant seven years ago, working first in the auditing department.

"Ten Men from Texas"

Open Permanent Offices In New York and Chicago

HOW about Texas? How about the Great Southwest? To answer these questions and many more, Ten Men from Texas have opened permanent New York and Chicago offices. Transplanted from the fertile Southwest, teeming with prosperity, these Ten Men from Texas are ready to meet you, to make it easy for you to learn all about Texas and the Great Southwest.

Do you want to learn about this vast market? Do you want to know its needs, its tastes, and the conditions that surround its local trade? Do you want merchandising facts and figures based on research and personal contact? If you do ask for one of the Ten Men from Texas at either their New York or Chicago offices. They are from Texas, and know the Great Southwest.

Read the Following and Get Your Merchandising Details from Ten Men from Texas

The story of the Southwest today astounds the person whose information is based on prewar conditions—1912 is almost as far away as the geography and history of our school days.

King Cotton—Texas now produces one-fourth of all the cotton grown in the United States. The 1919 cotton crop of Texas reached a total of 3,064,977 bales. (*"Grinner's Report of March 20th, 1920."*) Valued at $613,913,000.

New Wealth—Texas produced over two billion dollars new wealth from agriculture, live stock, and oil in 1919. Of this amount, $1,076,163,000 came from agriculture alone.

A Third of a Billion More—Texas in 1919 produced $368,845,000 more in agricultural products than in 1918. This means that the purchasing power of Texas farmers is more than a third of a billion dollars greater in 1920 than it was in 1919.

Texas an Oil Fountain—Texas became the second oil-producing state in 1919. The year's production exceeded 90,000,000 barrels, or one-fourth the country's total. The Southwest is now the leading oil-producing territory in the whole world.

A Fifty Per Cent Jump—The general business growth of Texas in the summer and fall periods of 1919 was greater than in any other state—a fifty per cent jump over the same periods in the previous year.

Swelling the Total—Oklahoma produced over $500,000,000 in agricultural products in 1919 Arkansas, Louisiana, and New Mexico together produced nearly a billion more.

The Southwest Needs Your Goods—The channels for distribution are clear. Eighty-three out of every hundred persons live in towns of 5,000 or under and on the farms. It it an agricultural country and the wealth comes from agriculture.

Ten Men from Texas will tell you gladly about the stores that supply this Five Billion Dollar market with goods. They know this market from the Mississippi River to the Arizona border. They know what the market wants, and how you can put your goods into Southwestern homes.

NEW YORK: 1 Madison Ave., Room 346—Phone Gramercy 5948
CHICAGO: 616 South Michigan Ave.—Phone Harrison 3942
Home Office: DALLAS, TEXAS

HOLLAND'S MAGAZINE

Read by the women in 200,000 homes in the towns of the Great Southwest.



FARM AND RANCH

Read on more than 100,000 of the leading farms and ranches of the Great Southwest.

Transportation and Advertising

(*Continued from page 4*)

more than the tax itself.

We hear talk of increasing the percentages in the upper brackets of the income tax schedule, especially with reference to raising another billion or two or three to provide a general soldier bonus. It is quite easy and extemely popular to say "tax the rich." But what we are actually doing, now, is to tax the capital of the rich out of productive enterprises and into non-productive. As the law stands, a man with a $20,000 income can invest in state or municipal bonds, non-taxable, at 4½ per cent and with practically no risk, while to net the same rate of income any investment in industry or trade must yield him 5 1-3 per cent—to say nothing of the element of risk. The man with $50,000 income must receive 6½ per cent from his productive investment in order to be able to pay his tax and yet net the 4½ that the non-taxable offers him. The $100,000 income must earn 10¼ per cent and the $50,000 income must earn 15 per cent in order to net the sure 4½ per cent that the non-taxable state and municipal bonds pay.

Do these roads lead toward quantity production with lowered costs and prices and useful employment for every man and every dollar? Or do they lead to an orgy of public expenditures and a steady reduction of production?

I am for public works but only when we can afford them and only in a reasonable proportion to the total national expenditure. I would rather see a new factory built in a town than a new postoffice or a new city hall. I would rather see a new silo than a new concrete culvert. I am for good roads but I would rather see the good road run from a mill to a freight depot than from the sheriff's office to the cemetery.

Keeping. Up. With The Times

A FACT A WEEK

By Authority of the Director of the United States Bureau of the Census we announce the present population of Washington, D. C., as

437,571

The Washington Times
WASHINGTON, D. C.

Reed Joins Edwin Bird Wilson

Edwin Bird Wilson, Inc., financial advertising agency, New York, announces that George K. Reed who has been for a number of years manager of Rand McNally Bankers Directory, Blue Book, has joined their organization and will take charge of the Chicago office and territory.

Previous to going with Rand McNally & Co., Mr. Reed was advertising manager of the merged Colonial Trust Company, the Columbia National Bank, and the Germania Savings Bank, now the Citizens Savings Bank.

About ten years ago Mr. Reed and Edwin Bird Wilson were connected in banking institutions in Pittsburgh, whose building almost adjourned. Together they organized the Bankers Ad Association of Pittsburgh, which is now known as the Bankers Club. Both of them are graduates of Princeton University, having attended that institution at the same time.

Charles W. Burt Joins J. D. Bates

Charles W. Burt, who for fifteen years has been New England manager of the advertising department of the Phelps Publishing Company and the Orange Judd Company, has resigned that position to associate himself with the J. D. Bates Advertising Agency of Springfield, Mass.

Kreitzburg is "Exide" Advertising Manager

A. B. Kreitzburg, assistant advertising manager of the Electric Storage Battery Company, Philadelphia, has been appointed manager of the advertising department.

Carl H. Reed, advertising manager, has been appointed manager of the publication division, having charge of the production and distribution of all printed matter issued by the company.

Briggs Resigns from J. Roland Kay

Ernest Briggs, for nearly six years with J. Roland Kay, international advertising agency, Chicago, has resigned his position as New York manager to become manager for Great Britain for Wm. Demuth & Co., the pipe manufacturers.

Previous to his work in New York, Mr. Briggs for four years was foreign manager for the Kay organization.

Miss Greenfield in Insurance Publicity Work

The Liberty Mutual Insurance Company, of Boston, Mass., announces the appointment of Miss Julia Greenfield as assistant to Robert P. Ashley, manager of the publicity department.

This department is newly created and contemplates, in addition to an extensive advertising campaign, the preparation of articles and booklets, as well as the publication of a house organ, to be known as "The Bellman."

Miss Greenfield was previously connected with C. R. Larson and staff of New York City and with the Benjamin J. Sweetland advertising agency, as secretary and general manager.

Christy Walsh Joins Van Patten, Inc.

Christy Walsh, editor of *Punch*, the publication of the Maxwell-Chalmers Company, Detroit, has resigned his position to go with Van Patten, Inc., New York. On behalf of the advertising department, Gordon Muir, advertising manager of the Maxwell organization, presented Mr. Walsh with a gold fountain pen.

Plumb Goes with Worcester "Post"

John A. Plumb, advertising manager for the Worcester (Mass.) *Telegram*, has resigned his position. At present Mr. Plumb is connected with the Worcester *Evening Post* in an advisory capacity.

C. Armstrong, President, Returning

Frank Smith, president of Collin Armstrong, Inc., is now *en route* to New York from London, after having spent about six weeks in the English metropolis.

Advertising Manager Now Sales Head

H. W. Prentis, Jr., advertising manager of the Armstrong Cork Co. & Insulation Company, has been sales manager of the Linoleum division of the company. This department has been centralized in Lancaster, Pa., under the name of the Armstrong Cork Company.

Will Advertise Summer Underwear All Year 'Round

One of the features of a national advertising campaign which Topkis Brothers Company, Wilmington, Del., manufacturers of athletic underwear for men, women and children, is the plan to advertise the men's athletic underwear all year around. This is a marked departure from the usual methods of summer underwear manufacturers. It is customary for them to confine their publicity to the late spring and early summer months.

An extensive trade investigation made by Donovan-Armstrong, Philadelphia, who are handling the Topkis account, revealed the growing tendency among the men in the larger cities to wear athletic underwear twelve months in the year. The Topkis advertisements will appear in six magazines of the general field.

Fitz-Gibbon, N. Y., "American" Advertising Head

On Monday, June 28, D. Fitzgibbon assumed the advertising managership of the New York *American*. Mr. Fitzgibbon until March of this year was advertising manager of the New York *Sun* and the *Evening Sun*. On March 8, he became advertising manager of the New York *Telegram*, which position he now leaves.

Joins Associated Business Papers, Inc.

James N. Cummings, until recently advertising manager of Gilbert & Barker, Springfield, Mass., joined the headquarter's office of the Associated Business Papers, Inc., New York.

Norris with "Review of Reviews" in Chicago

Julian R. Norris, formerly in the New York office of the *Review of Reviews*, has been transferred to the Chicago office of the organization.

Joins John J. Morgan Agency

Denis A. McCarthy, an author and poet, has become a member of the copy department of the John J. Morgan Advertising Agency, Boston.

Will Manage Ferry-Hanley Art Department

Fred F. McCaleb has been placed in charge of the art department of the Ferry-Hanly Advertising Company at New Orleans.

Represents Bayonne (N. J.) "Times"

Payne, Burns & Smith, Inc., and G. Logan Payne Co., have been appointed the foreign representatives for the Bayonne (N. J.) *Times*.

"Nebraska Farmer" with Standard Farm Papers

On July 1, the *Nebraska Farmer* of Lincoln, Nebraska, will become a member of the Standard Farm Paper Association, and will be represented in Chicago by the Standard Farm Papers, Inc., and in New York City by Wallace C. Richardson, Inc.

New A. B. P. Member

Power Farming Dealer, St. Joseph, Mich., has been admitted to membership in the Associated Business Papers, Inc.

Gray Crane Goes with Critchfield & Co.

Gray Crane, formerly western manager of *Holland's Magazine* and later with the *Scientific American*, has been added to the soliciting staff of Critchfield & Co., in Chicago.

Dippy & Aitkin Get Seven New Accounts

Accounts which the Dippy & Aitkin, advertising agency in Philadelphia, has recently secured are: Dixie Wood Company, Trenton, N. J.; Girard Trust Co., Philadelphia; Natures Studio, Baltimore; Tobey & Kirk, New York City; The Trexler Co., Philadelphia; The Twinlock Co., Philadelphia, and Reus Bros. Co., Baltimore.

Two New Accounts for Walter B. Snow

New accounts recently placed with Walter B. Snow & Staff, Boston, include the Pneumatic Scale Corporation, Ltd., manufacturers of packaging machinery, and the Cutter & Wood Supply Co., manufacturers of "Super Six" reamers, both of Boston.

Johnston-Ayres Obtains Five New Accounts

Johnston-Ayres Co., San Francisco advertising agency, has obtained five new accounts and also enlarged its offices considerably. The accounts are: Herzog Electric and Engineering Co., Walker Moror Car Specialties Co., William Bros. Aircraft Corporation; Chancelor & Lyons, and Hughson-Bacon Co., of Oakland, California.

Meredith & Co. Gets Two Accounts

Meredith & Co., Inc., Troy, N. Y., advertising agency, has taken charge of the advertising of Corliss, Coon & Co., makers of Corliss-Coon shirts and collars, at Troy, and of the J. T. Robertson Company, soap manufacturers, Syracuse.

Frowert Co. Gets Perfume Account

The Percival K. Frowert Co., New York, has been appointed to place the advertising of Coty, French Perfumer.

Dr. LeGear Medicine Account with Western Advertising Company

The Dr. L. E. LeGear Medicine Company, St. Louis, Mo., with an appropriation estimated at $150,000, has placed its account with the Western Advertising Company, in that city.

Champblanc Account with Peck Agency

The advertising account of the Champblanc Co., Patterson, N. J., manufacturers of Champblanc and Champrouge beverages, has been secured by the Peck Advertising Agency, New York.

Will Advertise Nu-Way Milker

The Nu-Way Milker Company, of Syracuse, N. Y., has engaged the services of the Martin V. Kelley Co., Toledo, for its advertising campaigns.

New Advertising Man for "Better Farming"

D. K. Murfree, formerly with the Chicago *Herald* and the Chicago *Tribune*, has been added to the advertising staff of *Better Farming*, Chicago.

M. C. Young, formerly general manager, who was in charge of the advertising department, has severed his connection with the paper to enter the auto accessory field with headquarters in Pittsburgh.

Clark, Art Director, Thomas' Service

R. F. Clark, formerly with the Morse International Agency, New York, on July 1 took charge of the art department of The Thomas Advertising Service, Jacksonville, Fla.



OWEN H. FLEMING

Even before Owen Fleming graduated from Princeton University, he made up his mind to enter the Advertising profession when he was ready to start his business career.

He has represented newspapers, *Scribner's Magazine*, and the *People's Home Journal*, and for the last seven years has been a member of my organization.

No man in the advertising profession has finer qualities than Owen Fleming, and it is a great pleasure to have him associated with me.

Paul Block

The Rochester Democrat & Chronicle

The DEMOCRAT AND CHRONICLE is the big dominant result-producing newspaper of Rochester. On "keyed" copy, special sales or "coupon" advertising both national advertisers and local merchants unite in saying that "The DEMOCRAT" pulls from three to ten to one better than any other Rochester paper.

Results count and to get results in Rochester advertisers must use the DEMOCRAT AND CHRONICLE. Many advertisers use it exclusively — and successfully.

Serial Adv. No. 11



"I believe in the Business Journals"

—Edward N. Hurley

In this concise statement, Mr. Edward N. Hurley, President of the Hurley Machine Company, Chicago, formerly Chairman of the U. S. Shipping Board, and prior to that Chairman of the Federal Trade Commission, summed up the part the business papers can play in facilitating the economic distribution of materials and manufactured goods from one industry to another, in his speech before the Associated Advertising Clubs of the World at Indianapolis. Mr. Hurley said:

"When I was Chairman of the Federal Trade Commission, I made it a point to have the principal trade papers in the United States sent to me regularly. These were read not only by myself, but by the entire staff, so that we might have a finger on the pulse of the country's industry.

"Advertising agencies placing national and international advertising could well insist on every man in their employ reading the trade journals of the industries of their clients so that they may keep themselves currently informed on the conditions in the businesses for which they are writing copy.

"I believe in the business journals. I have been closely associated with the work of many and have made a study of them, and I am firmly convinced of the editorial strength and value of many of these publications."

The 11 McGraw-Hill Publications

Power
Coal Age
American Machinist
Electrical World
Electrical Merchandising
Journal of Electricity
Electric Railway Journal
Engineering News-Record
Ingenieria Internacional
Engineering & Mining Journal
Chemical & Metallurgical Engineering

McGRAW-HILL CO., INC.,

Tenth Ave. at 36th St., N. Y.



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer.

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

What About The Lower Half of Your Letter?

The Imprinting of a Cordial Line, or a Frank Trade-Statement, Will Utilize Valuable Space Too Often Left an Undeveloped Waste

By PAUL W. KEARNEY

PRACTICALLY every book written on the broad subject of correspondence devotes more or less attention to the preparation of the letter-head. To put attractiveness, dignity, quality, strength and character into the top of the sheet upon which your letter is written, observing, at the same time, the common laws of consistency, propriety and taste is a problem worth serious consideration.

The good letter-head is no longer done in a hurry by anybody who happens to fall heir to the job. In cases where proper thought is given to the subject, it is common to solicit the assistance of the staff artist or, perhaps, the advice of the printer, if he be the sort of a man who specializes in artistic work.

In short, a great deal of money is being spent to-day on the mastery of fundamentals in designing letter-heads, and while that is all fitting and proper, it can not be amiss to suggest that we spread a little of that effort and attention further down the page to the lower half of the sheet.

In the vast majority of cases the lower half of the letter-head is ignored entirely. The space from the termination of the typewriting to the bottom of the page is altogether wasted because it is allowed to remain blank.

UTILIZING WASTE SPACE

It occurs that nothing could be more feasible than utilizing this little strip of paper to good advantage. I can think of innumerable ways in which it might be put to work (and no good reason why it shouldn't be so long as reason prevails). The inspection of the letter-heads of some 250 national advertisers in the last few weeks lends strength to my opinion that the lower half of the letter is neglected, for out of these 250, not more than 30 made any decent attempt to use the opportunity, and only a few of the 30 approached the full possibilities.

One of the most common things we see at the bottom of the page is the legend: "Not responsible for delays due to strikes, war or the action of the elements." Even such a prosaic sentence as this is worthy of mention now since it is something more than the average and suggests expansive development. Why not flavor it with some of this well-known institutional stuff by making it read: "A disaster beyond our control is the only thing that can interfere with the service we continually strive to render."

FOR PURPOSE OF ECONOMY

There are many phases of the economy of the bottom of the letter-head. Another is the more or less common idea of listing branch offices or factories or agents in this particular space. The chief argument for that is that it avoids confusion, relieves the top of the sheet from over-crowding and makes it unnecessary to string the names all over the margins in that too frequently sloppy style. The General Fireproofing Company, of Youngstown, is one advocate of the suggestion just made, and the Black Cat Textile Company, Kenosha, Wis., is also numbered among the users of the idea.

Letters from the Keystone Steel & Wire Company, Peoria, Ill., offer another suggestion, combining the two just made in some degree. They show a reproduction of the original Keystone plant of 1889, running under the cut the line about their responsibility in case of strikes.

Several organizations, I notice, have adopted this lower section of the page for the display of their slogan. The California Walnut Growers Association, for instance prints in this space: "Diamond Brand Walnuts—Please Particular People." The Leebold Candy Company has its popularized slogan done in red script, while the Scott Paper Company, of Chester, Pa., follows the same thought by printing on the bottom part of the paper: "Scot Tissue Products for Personal Hygiene."

A very clever version of this same stunt is used by the National Biscuit Company—"P. S.: Uneeda Biscuit." The very last thing your eye sees as you finish one of their letters is one more impression of that famous trade name statement.

Two other concerns use the lower half of the letter to sell their products. One is Samuel Cabot, Inc., of Boston, who says there: "All packages bear our trade mark. Beware of worthless and inflammable imitations." Emphasis is given this admonition by printing it in red ink.

The other company in mind in this connection is the Warren Paper Company, Boston, whose line lends itself very well to the idea. Their letter-heads are samples of the different grades of paper manufactured by them, and on the bottom of each is a little bit of text somewhat like this:

"This is Warren's Cameo, Sepia, 75lb weight. It permits the use of halftone illustration; saves wear on typewriter type; makes a large number of legible carbons. Send for a sample package of 100 *sheets."*

The brand name and details differ, naturally, when the brand is changed.

MOVING DAY FOR THE TRADE-MARK

Instead of using a slogan or a selling talk, other folks have moved the trade-mark itself down from the top of the page. In some cases they are embossed, in others printed in color. Among those who have departed thus from the strictly conventional are the Welch Grape Juice Company; N. W. Ayer, advertising agents; the Willard Storage Battery Company, and others. A still different conception of that idea is the use of an association stamp or seal like the Rotary Club, A. A. C. W., National Credit Men's Association, etc.

A rather direct sales point applied to this customary "waste space" has been adopted by Thomas A. Edison, Inc., in the words: "Dictated to the Ediphone"—featuring their dictating machines.

From still another angle we find the lower half of the letter quite adaptable to seasonable, timely or special uses. One such thought is the printing of holiday greetings or the hooking up with national events such as charitable drives or political movements. In the past I recall different concerns having used just such a stunt during "daylight saving" agitations, Red Cross roll calls, and other events. Even though I

saw it a year ago, I remember that the New Orleans Item letter bore this little line in red: "The 1919 Convention of the Associated Advertising Clubs of the World will be held in New Orleans. Hope to see you!"

The bare fact that it sticks in my mind so clearly is strong evidence to support my contention that the idea is splendid advertising.

Two other very clever timely uses of the lower half of the letter-head have come to my attention. One was done by the National Lamp Works at Nela Park during a sales campaign that was being conducted under the title, "Brighter Business Boom." The letters to dealers carried a little cartoon showing a crowd of customers pushing around the window of a retailer's store in which a National Lamp Display had been placed for the drive. With a slight touch of humor it got across well. Another national advertiser, Robt. H. Ingersoll & Bro., used the same idea a long while ago in a special campaign letter, the illustration being in black and not being a cartoon in the ordinary sense of the word.

The other idea to which I have referred was used by the Macbeth-Evans Glass Company, of Pittsburgh. During 1919, which was its golden anniversary, it printed in gold on the bottom of each letter-head:

"Founded during the reconstruction Period following the Civil War, our Faith in America, unwavering and unbroken for Fifty Years, is unshaken at this time of World Wide Reconstrution."

Still another example of the use of the letter-head for special ends is presented by Landsburg & Bro., of Washington, who use this last portion of the sheet to further a movement to secure votes for the residents of the District of Columbia.

A NOTE OF CORDIALITY

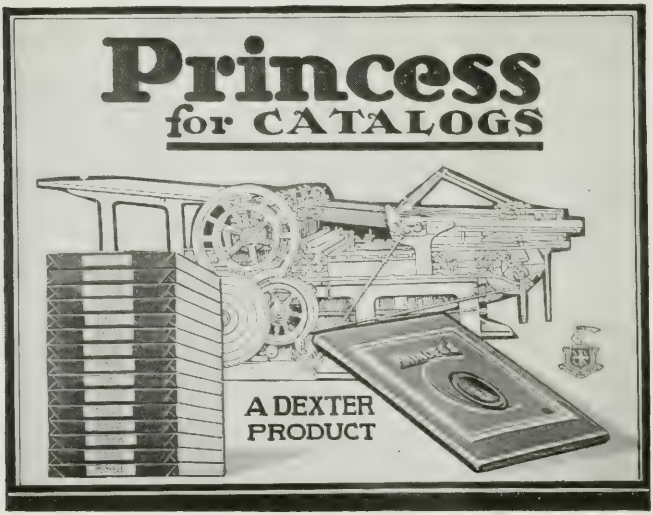
There are quite a few other ideas and examples showing what can or might be done in this respect. It isn't a bad thought to say, on the bottom of the page: "This letter is from the office of the Credit Manager," or, "Address your reply to ....."

Yet undoubtedly the cleverest and most valuable suggestion gathered in this little search for white-space economists lies in that angle of the question illustrated by the True Shape Hosiery Company, of Philadelphia. After I finished a letter received from them, I noticed, in small type at the bottom of the page:

When you are in Philadelphia drop in and see us.

The remainder of the text told how one could reach the plant from the Broad Street Station, and that part of it added an earnest touch to the first half. The reaction was most gratifying, for it has left a firm desire within me to do just that thing the next time I get to their stamping ground.

From this single suggestion, backed up by the others, you can calculate that the possibilities of the lower half of the letter-head are vast.



"NOTHING BETTER" IS THE PRINTER'S HONEST IMPRESSION OF PRINCESS

Its Splendid Printing Qualities Are Only Equaled By Its Durability

SAFE and conservative buying of paper is more of a necessity than ever these days. The best costs comparatively little more than any ordinary stock but there's an infinite amount of difference in quality.

Princess Cover Paper represents the safest and most satisfactory in cover stocks. Its rich and dignified beauty makes an unfailing appeal to the business man. Princess stock is practically indestructible; the toughness of the fibre insures splendid printing and embossing results, and supplies a wear-proof cover for hard-used catalogs, booklets and folders.

A forceful business building piece of literature advertising your respective line, covered with Princess stock, will make a lasting appeal to the recipient. Made in a range of twelve rich and practical covers "Princess" will furnish the necessary attention-getting value to your catalog.

Let us send you a Sample Book of Princess Cover Paper. Also ask for a copy of XTRA, Dexter's unusual house organ.

C. H. DEXTER & SONS, Inc.

WINDSOR LOCKS CONNECTICUT

John Budd Manager in Hospital

Meredith P. Martin, southeastern manager for the John Budd Company, newspaper representatives, has returned to a hospital in Atlanta for another operation. He was recently operated on for appendicitis.

Machinery Account for Williams & Cunnynham

Williams & Cunnynham, Chicago, have secured the account of the Austin Machinery Company in that city.

Watch Out for Your Trade Mark in South America

The *River Plate American*, published in Buenos Aires, Argentina, tells in the following how the valuable trade marks and names of this country are being registered there, and issues an important warning to those who are about to advertise their goods in South America or who contemplate advertising in the future. It says American manufacturers who come down here and undertake to make use of the same trade names for their goods that belong to them at home should be extremely careful that such a name hasn't already been registered in this republic by somebody else.

The American concern that produces the "Beetemal" motorcycle, for instance, having duly copyrighted the word "Beetemal" in the United States and having come to feel that that word is as much its property as its plant or its motorcycles or its bank account, is liable to forget that its title isn't recognized here unless the prescribed registration formalities have been attended to. Furthermore, suppose the name was already registered in Argentina prior to the American "Beetemal" company's advent in the republic—in that case the American concern can't use the name here at all, except by arrangement with the individual who registered it originally.

"But why," the "Beetemal" people will ask, "should anybody have taken the trouble to register the name "Beetemal" in the Argentina Republic before any "Beetemal" products were being sent here from the United States?"

Easy enough; it probably occurred to said individual, at the time he did the registering, that later on the "Beetemal" folks would decide to enter the Argentine market with their justly highly-thought-of motorcycles and THEN, in order to use the valuable trade name of these motorcyles they'd have to fix HIM.

This was a plan that occurred to quite a number of people awhile ago, when it began to look as if American manufacturers would begin to want to develop the Argentine market before long. So they simply went through all the magazines and directories and catalogues and other literature that they could find, making a list of trade names of American products and then farseeingly went and registered them, after which they simply sat down and waited for the names' originators in the United States to get ready to open branches or establish agencies here.

So the only safe way for an American concern to proceed, when it does reach such a decision, is to have a good patent lawyer investigate to see whether his trade name is already on the records. If it isn't, the American concern should register it promptly. If it is, the concern has no option but to come to terms with those who registered it or else call its goods something else so far as Argentina is concerned.

There have been cases of companies which failed to take these precautions and which launched expensive publicity campaigns only to find out too late, not only that they weren't entitled to continue to advertise their goods under the name they thought they were, but that they were liable for damages for having already infringed the other man's legal rights.

Piggly-Wiggly Sues Hoggly-Woggly

The Piggly-Wiggly Corporation, with headquarters in Memphis, Tenn., operating a chain of stores in many cities, recently filed suit in United States District Court in St. Louis, to enjoin Charles Tamme, Jr., President of the Hoggly-Woggly Stores, from using the name Hoggly-Woggly, charging that by so doing he is trading on the reputation of the other organization. The petition states that the Memphis Corporation has spent large sums of money in advertising the name of the grocery stores and charges that the St. Louis concern has impaired the business through employing a similar name. The Piggly-Wiggly Company asks that the Hoggly-Woggly Company be ordered to pay over to it all income derived through the use of the name.

Sphinx Club Announces Dinner Dates

The Sphinx Club of New York has announced its dinner dates for the season 1920-1921, its 25th anniversary year. Dinners will be held on the second Tuesday of each month beginning in October and extending to April, 1921.

MacDonald, Victor Sales Manager

John S. MacDonald, for sixteen years with the Victor Talking Machine Co., has been made sales manager. Edward J. Dingley, head of the machine order department, has been made assistant sales manager.

When you think of Greater New York, think particularly of the home section of it—Brooklyn.

Here are 2,022,262 consumers who need everything from safety pins to false teeth.

And they begin at an early age to read the Standard Union.

What Women Are Doing in Advertising

Minna Hall Simmons, a Business Accelerator Who Rose From the Depths of Pedagogy to An Advertising Agency of Her Own

"I put two pigtails on the top of my head, lengthened my skirts and, at sixteen, joined the teaching staff of my business school, instructing, at first night classes and then classes both day and night, in the mysteries of Sir Isaac Pitman's stenographic hieroglyphics. Most of my pupils were older than I."

That, apparently, is where life began for Miss Minna Hall Simmons, vice-president of the League of Advertising Women: at the point where her business career began. At all events, a memory lapse at that point was the lady's answer to Advertising & Selling's reiteration (by intimation) of the popular movie inquiry: "Should a woman tell her past?" We know of that past only that it was spent in New York City where she was "born and bred," and was graduated from the public grade schools and from Morris High School.

Thus, we first behold Miss Simmons—known in those days and occasionally even in these, as "Bill," "Billy," "Peggy," and "Simmie"—straining to the far call of a business career; at the same time, engaged in draping her ears to shut out the nearer, louder call of youthful folly inviting to youthful diversions.

"Then having ambitions to enter upon a business career, I soon gave up teaching and went with Rogers & Co., high-grade catalogue printers of New York and Chicago, as a stenographer."

Which statement, of course, shows that we were mistaken in our assumption that Miss Simmons entered the paths of pedagogy under the impression that she was beginning a business career thereby. Of course, teaching was never "business" to this business woman. Her Webster had taught her that "business" was "any particular occupation or employment habitually engaged in, esp. for livelihood or gain," and a little experience must have made it all too clear that teaching is one profession that one does not, in cold, sober sanity, enter into "esp. for livelihood or gain." So she became a stenographer, learned a great deal about printing in her spare time, was graduated into the estimate department of Rogers & Company, given charge of supply purchasing, did investigation work on cost systems on the side, and in two and a half years had tripled her initial salary. BUT—

"Coming into contact with many of the leading advertising managers of the country, who were customers of Rogers & Co., I began to feel the stirrings of an ambition to get at advertising work in some form."



MINNA HALL SIMMONS

No sooner stirred than done—and done brown. Six and nearly seven years have elapsed since Miss Simmons began to think in agate lines and column inches and during that period she has learned to look out from practically every angle of the business, which, by Webster, Worcester and gosh, is a business "esp. for livelihood or gain."

AS AN ACCELERATOR

Her agency experience has covered estimating and contracting, the management of the mechanical production department of the John O. Powers Company, copy writing and "accelerating." For three years, she was "accelerator" for the Blackman-Ross Company, "stepping on it" for this firm involving the co-relation of all data concerning the various stages of campaigns and the speeding up of the departments working on that data.

Then, ambition stirred again and, in April, 1918, Miss Simmons went with John Campbell & Company, manufacturers of aniline dye stuffs, to work under the sign of the camel, the work, as she told us, "including the preparation of all copy for use in technical publications, as well as the handling of all the direct advertising, PLUS (while our eyes grew bigger and bigger and our jaw dropped lower and lower in gaping astonishment) the buying and selling for an affiliated factory making dye-stuff intermediates."

When, in the same conversation—almost in the same paragraph—Miss Simmons told us, very seriously, that it was her firm belief that women in business should not receive special treatment because they were women, we wondered what, in her experience, had ever led her to believe that women do receive special treatment, unless by "receiving special treatment" she meant "being kept specially busy."

HAS HER OWN AGENCY NOW

Yet this job—or shall we say these jobs?—did not keep her specially busy and she continued to write the weekly illustrated New York fashion letter for women, which, for these last three and a half years, she has syndicated throughout the United States and Canada. Nor did it divert her from the straight course that she had been steering all along toward her ultimate goal—the opening of an agency of her own. Today, she has reached that goal, though, perhaps, we ought not to call it the ultimate one. Taking the Campbell account with her, she has recently opened the Minna Hall Simmons agency at No. 15 West Thirty-eighth street, adopting as her slogan: "The woman's viewpoint backed by a long experience in all branches of advertising."

That ought about to cover the story of the business ambitions of Minna Hall Simmons, yet we leave our subject with the uncomfortable suspicion that we have had the wrong slant on it, and her, all along. Are all the manifestations of business ambitions but side

The Farm Journal

The Boiled-Down Paper



THIS PICTURE TELLS WHY WE ARE!

This picture of "Peaches" and her family at the shrine of Liberty gives the clue to The Farm Journal's leadership. It is because we play up to folks rather than to fat hogs, because we emphasize the human-being side of farm life. Farmers aren't always pitching hay, even at $40 a ton. The wife isn't always gathering eggs, at $1.15 a dozen, as they were last winter. The youngsters aren't always picking strawberries, which the Biltmore retails at 80 cents a portion. They make their living, our farmers do, but they take thought of the humanities, too. And it's because Wilmer Atkinson recognized this that today the most widely-read farm paper is

The Farm Journal

15 E. 40th Street, New York | Washington Square, Philadelphia | Crocker Bldg., San Francisco | Mallers Bldg., Chicago

lines after all? We know, in strict confidence with the rest of the League of Advertising Women that the vice-president's particular five-starred ambitions are "to mother some lonesome kiddies, live in the country and have loads of time to write"; and that her pet hobbies are the three R's of the feminine good fellow—reading, riding and rowing. We also know, with the rest of the advertising world what she has done in the League of Advertising Women to demonstrate that (advertising) women are people. And where one has broad ambitions, hobbies and achievements like these to one's credit, why should business dominate the tale—even business "esp. for livelihood or gain?"

Stabilizing the Demand through Advertising

Consistent Publicity Creates New Uses and New Users and Does Away With Seasonal Demands in Many Cases

By LLOYD D. HERROLD

THE rapid expansion of advertising into all lines of business during the last twenty years is ample proof that advertising stabilizes demand for products. Manufacturers, who have used national advertising for years, consider that the stabilizing of the demand for their products is the most valuable benefit derived from advertising. Advertising stabilizes the demand for products in various ways. By extending the season in which the goods are sold it often creates a year round demand for the goods. New uses for the products other than those for which the product was originally manufactured, as well as, new types of users for the product are discovered through advertising. Wide distribution is as necessary for a product in order that the demand may be stable, as is a permanent class of buyers for the product. Both of these are obtained through advertising.

I shall present here the opinions of several advertising agencies and advertising managers for nationally advertised products upon the question: "Has advertising stabilized the demand for your products?" Then I shall discuss seasonal goods by presenting the results obtained from the question, "Has it done so by extending the season during which the goods are sold?"

Finally, I shall present the answers to the following questions which appear in the letter sent out in the course of the investigation:

Has it extended the uses of the product or discovered new types of users?

Has it overcome fluctuation in demand due to sectional variations in business conditions?

Has it secured a more permanent class of buyers?

Advertising agencies, advertising managers, and advertising experts in various lines of business agree that one of the most valuable effects of advertising is its stabilizing quality.

Giving Us the O-O

In the attached article, which is a small portion of a thesis prepared by Lloyd D. Herrold and presented for the degree of Bachelor of Arts at the University of Wisconsin, the author touches upon a topic of interest to the advertising field: stabilizing the market.

The work was the result of an exhaustive study of the actual practices and results witnessed by numerous advertising men, many of whom are quoted herein.

You will be interested in what Mr. Herrold has found to be the concensus of opinion on this subject.

—THE EDITOR.

Herbert Everett, of the William H. Rankin Company, of Chicago, holds the opinion that if advertising did not stabilize demand that there would be no excuse for the existence of the advertising agencies. "This stabilization can maintain its equilibrium only by advertising, for competitive advertising is constantly trying to push it off its balance. There is a point where competition, as expressed in advertising, becomes as destructive and wasteful as, up to that point, it is constructive and economical." "Emphatically, advertising has been one of the most stabilizing factors in our client's business," is the unanimous statement from Fuller & Smith, of Cleveland; N. W. Ayer & Son, J. Walter Thompson Company, Street & Finney, Inc., of New York, and Erwin & Wasey, of Chicago.

EVENING OFF THE MARKET

The experience of the Valentine & Company, makers of Valspar and other products of national distribution, has been that advertising tends to stabilize the market and create a consistent increase in the sales of varnish in proportion to the advertising. "The largest sales in the history of Valspar have been during April, 1919. We find that our advertising creates a demand which reflects in the dealer's sales and thus aids us in retaining our dealers and a consistent market for our product."

A. M. Candee, advertising manager of the National Enameling & Stamping Company, of Milwaukee, states "Our distribution is very general: we go through the jobber mostly and through him to the retail trade, but we are advertising to the trade so as to familiarize the retailers more with our product and with our trade-mark. Probably the demand for our products has been stabilized in this manner. Advertising has undoubtedly secured for us wider distribution among the retail trade who buy of the jobber." The demand for the South Bend Watch has increased tremendously during the period that the South Bend Watch Company has been most actively advertising. Advertising has assisted in stabilizing the demand for this make of watches. In the case of seasonal products the stabilizing effect of advertising is difficult to determine. Aladdin Readi-cut Houses belong to this class. The business of the Alladin Company is wholly and entirely founded and maintained upon advertising alone. There are no agents, representatives, distributors, or any other form of sales plans except advertising. The Joseph Campbell Company, manufacturers of Campbell's soup; William Wrigley Jr. Company, makers of Wrigley's gum; Henry Sonneborn & Co., Inc., makers of Styleplus Clothes; Andrew Jergens Company, makers of Woodbury's Facial Soap and other products; Lambert Pharmacial

Short Talks to Advertisers



NUMBER TWO

Single Types

Reading matter composed with *single letters* is read with less conscious effort.

The reasons are simple:

—reading is a series of pauses and fixations of attention—interrupted movement of the angle of vision;

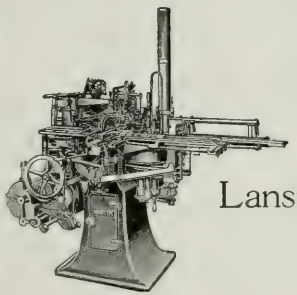
—the shortness and infrequency of these pauses are the measure of ease in reading;

—easy legibility is in the instant recognition of word-forms; —the more compact the words, the quicker recognized—in the highest degree, the objective mind has naught to do but assimilate the thought presented.

Type composed by a machine which has not the mechanical limitation of interposed space between letters is more easily read. It aids "pulling power" by not distracting the attention of the reader with conscious physical activity.

The answer is: "Monotype it!"

Talk No. 1.—Getting Your Message Across
Talk No. 2.—Single Types
Talk No. 3.—"Motor Habits" in Reading
Talk No. 4.—Alignment
Talk No. 5.—The "Art" of Composing Type
Talk No. 6.—Ben Franklin and the Monotype



Lanston Monotype Machine Company

PHILADELPHIA

NEW YORK BOSTON
CHICAGO TORONTO

Monotype Company of California, SAN FRANCISCO

286

This Advertisement is set in Monotype Series No. 38, Borders 12-Point No. 230 and 6-Point No. 190, and Monotype Rule

If any previous number of this series failed to reach you a postal will bring it

Company, manufacturers of the antiseptic listerine; and the J. B. Williams Company, makers of the Williams toilet articles, recognize the stabilizing quality of advertising in the demand for their products. "We believe strongly that advertising is an influence in stabilizing a business. We believe it stabilizes investment in the business," writes C. C. Parlin, of the Curtis Publishing Company. "For example, we believe that advertising has done much to stabilize the value of the orange groves in California and in the stock of many industrial companies. We also believe that it stabilizes markets making them less subject to fluctuation and putting them more on a year round proposition."

IN SEASONAL LINES

Advertising does sometimes overcome the fluctuations due to seasonal goods, but not always. The J. Walter Thompson Company has a client manufacturing a food product which for years was looked upon as an article to be sold only in the winter, and in fact, was generally consumed only in the winter. For many years the advertising only appeared five months of the year. By extending the advertising to a twelve-months' schedule it was found that the article could be sold in the summer months to a considerable extent; and the gap between winter and summer sales has now been materially shortened. On the other hand, this company has dealt with certain toilet articles whose sales depends to a considerable extent upon the weather. One such article is in greatest demand when the weather is hottest. A cool summer will affect the sales in spite of advertising. In an effort to overcome this, the company is now launching a campaign to try to give the public an idea about the article that will lessen the influence of weather upon the sales. To what extent it can be done remains to be seen. Another of the clients of the J. Walter Thompson Company whose business is affected by seasonal demand is a manufacturer of women's shoes. Such a manufacturer is more or less at the mercy of the customs established in the entire trade in which he deals. He can only fill in the valleys of his production line by bringing out new products or by changing in the buying custom throughout the whole trade. There is a general effort being made throughout all such trades to bring about these changes.

When the product has a seasonal tendency, it has been the experience of the Fuller & Smith Company, of Cleveland, that advertising may be made an important instrument towards effecting a more even distribution of the sales throughout the year or what is termed a "flattening of the curve." In occasional individual instances this effect has been quite spectacular. Street & Finney, N. W. Ayer & Sons, and the William H. Rankin Company believe that in some cases advertising has stabilized the demand for products by extending the season in which the goods are sold.

TWO "WINTER FOODS" NOW SELLING IN SUMMER

Advertising has apparently resulted in an all-year-round demand for Campbell's soups. For a time it was felt that soups were possibly not as much used in the summer as in the cooler weather, but this condition no longer exists. Aunt Jemima Pancake Flour now is a year-round seller because advertising was used as a means of educating the consumers to extended use of pancakes. Dromedary dates now are used throughout the year, although at one time they were consumed only in certain seasons. The season for the sale of various types of Toledo Scales are fairly well-defined; yet there is a demand for all types in all seasons. Any advertising which is done to stimulate demand in an off-season stimulates it proportionately in the more favorable season. A circular sent out now may not have any apparent results until six months from now when the prospect's season opens up.

Art Metal Office Furniture is not a seasonal product, but it is frequently sold in large contracts. By advertising the number of orders is increased, although the size of each order decreases. The demand for Palmolive Soap and Woodbury's Facial Soap is practically the same the year round. In the case of the latter, December is possibly the lightest month in shipping soap caused by the fact that dealers only buy sufficient amounts to carry them over the holidays because of the lack of space for the sale of holiday merchandise. There is no particular season for the sale of "Listerine." Only to a limited extent has advertising extended the season in which the U. S. Rubber goods are sold. Aladdin-Readi-cut Houses are seasonal because building construction is a seasonable business.

The whole tendency in advertising is to level the peaks and valleys of sales seasons. This tendency was not a conscious one in the early days of advertising, but the companies who have consistently advertised for a number of years find their recorders coming in between seasons, and their seasons lengthen. There are some freak illustrations, as in the case of the B.V.D. people and the Chalmers Underwear people. Both of these concerns advertise summer undergarments the year round. Curiously enough, a large part of the people have responsed to wearing light

FIFTH OF A SERIES

Did He *Really* Want Them?

EVERY once in a while a manufacturer decides not to send letters to the retail trade in the Indianapolis Radius after he learns that the cost of producing the letters and the postage will have to be paid by him. This policy is determined upon by The News as a protection to both the retailer and to itself. Does a manufacturer really want letters to the trade if they are not worth 3 or 4 cents apiece to him?

THE INDIANAPOLIS NEWS

New York Office
DAN A. CARROLL
Tribune Building

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Building

USE NEWSPAPER ADVERTISING ON A THREE-YEAR BASIS

weight undergarments the year round. This may be an unusual case, but nevertheless it illustrates the point. When a company depends upon salesmanship only, the orders are apt to follow the salesman on his trips through the territory. Reorders and fill-ins are apt to be held until the salesman's next trip. With a standardized advertised article, the dealer gets into the habit of ordering at regular intervals and a salesman's call is not such an event as in the case of articles that are not standardized and for which a steady call is not experienced.

EXTENDING THE USES OF A PRODUCT

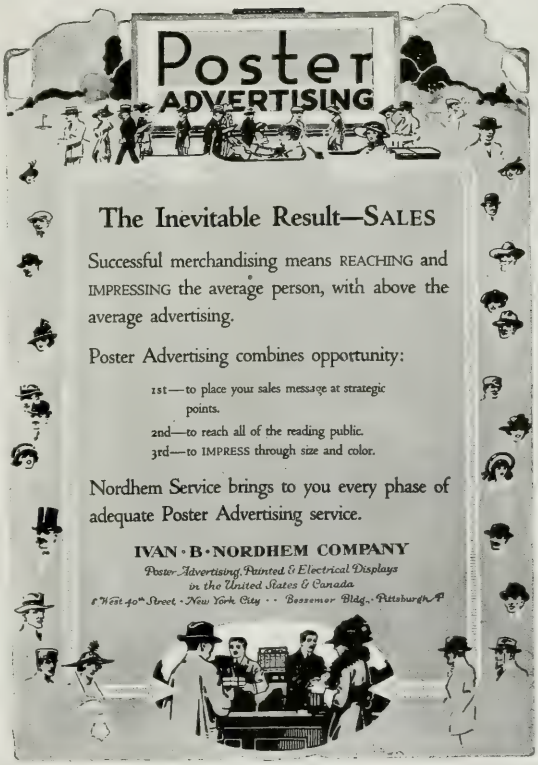
N. W. Ayer & Son, the William H. Rankin Company, Street & Finney Company, Inc., and Fuller & Smith recognize that advertising has extended the use of products. The growth of the Joseph Campbell Company indicates that advertising has extended the use for Campbell's soups. Of course soups were originally used as soups only, but today Campbell's soups are used in the making of sauces and in connection with the preparation of other dishes. Advertising has won great respect for Styleplus Clothes and has discovered two new classes of users. By leading people who usually pay less to pay a little more so as to get the Styleplus quality, and by influencing people who are in the habit of paying more to economize on a Styleplus suit to see whether or not it gives satisfaction, new types of users have been found. Not only has advertising extended the use of the Kohler enameled plumbing ware, but it has educated the public to the desirability of better sanitation. Whenever the Toledo Scales Company hears of a new use for a Toledo Scale it goes after that new field. Consequently the advertising of Toledo Scale has led to the discovery of new types of users, but at the same time new types of users here and there have led to the company's advertising in their field Advertising directs attention to Listerine of those who have never used it and often suggests new uses for it to those who are using it for some particular purpose or purposes.

The Wahl Company, makers of Eversharp products; Aunt Jemima Mills Company, makers of Aunt Jemima Pancake Flour; the Palmolive Company, makers of Palmolive products; Andrew Jergens Company, makers of Woodbury's Facial Soap; Valentine & Co., makers of Valspar; the U. S. Rubber Company, makers of rubber products; Twinplex Sales Company, makers of Twinplex Razor Blade Stroppers; the Mint Products Company, makers of Lifesavers, the candy mints; and J. B. Williams Company, makers of Williams toilet products, appreciate the fact that advertising of their products has extended the uses and discovered new types of users.

The main appeal of the Robert H. Ingersoll & Bro., during the past years has been in finding new types of users for Ingersoll watches. For instance, the company believes that most people should have an extra watch, one that they can use out of doors. Wrist-watches of special types for men and an ivory-like case which makes the watches serve as a desk or dresser clock are now being advertised by the company. In the case of Shur-on Optical Goods it is quite difficult to give advertising any credit for finding new users. But advertising has educated every existing class of citizen to a greater appreciation of eyesight from an efficiency standpoint as well as from the standpoint of health.

ADVERTISING SECURES WIDER DISTRIBUTION

Where an advertiser has a national or an international outlet for his product, he becomes independent to a large extent of local conditions or local disturbances. In fact, the whole basic conception of national advertising is a general pressure exerted



against a national or international market, usually supplemented by intensive local work where conditions are sub-normal. Advertising unquestionably secures wider distribution for products. This is not universally so, because products of some types cannot be pushed in territories for which they are not adapted, but if resistance to buying is mental rather than physical, continued advertising will break this resistance and make a market eventually for goods in territories that have not previously been natural consumers.

Eversharp products have secured wider distribution, even a world-wide distribution through advertising. Slight fluctuations in demand for Aunt Jemima Pancake Flour have been overcome by advertising and wider distribution secured. Sectional variations in business conditions have no effect upon the production plans of the Joseph Campbell Company because of its widespread distribution over the country. The Mint Products Company, Lambert Pharmacal Company, J. B. Williams Company, Valentine & Co., Art Metal Company, and Palmolive Company, feel that there is no doubt that advertising has secured wider distribution for their products. Ingersoll watches are now sold in practically every city, town and village, and even the cross-road stores in the country. Business conditions scarcely effect the sales of Ingersoll watches. Wider distribution than ever before is waiting for Westclox as soon as the company is in a position to supply the demand. It is safe to assume that advertising of Westclox has played an important part in creating this demand. Advertising has not, according to R. S. Butler, secured wider distribution so as to overcome fluctuation in demand due to sectional variations in business conditions in the U. S. Rubber goods.

ADVERTISING SECURES PERMANENT CLASS OF BUYERS

If advertising had not secured a more permanent class of buyers, every advertiser who spent a considerable amount of money over a series of years would have made a most unprofitable investment. Advertising cannot possible pay for itself on a single sale or what is known as a one-time order. It must create permanent buyers in order to be profitable. There have been failures in advertising, many of them, but so have there been in manufacturing and in merchandising.

Advertising has secured a more permanent class of buyers for the U. S. Rubber Goods. This is particularly true in tire advertising. Certainly the advertising of the U. S. Rubber Company has resulted in obtaining a relatively stable market for these goods. The Wahl Company, Joseph Campbell Company, Palmolive Company, Henry Sonneborn & Sons, Kohler Company, Art Metal Company, Andrew Jergens Company, the Mints Products Company, and the J. B. Williams Company have received more permanent buyers of their products through advertising. Advertising has given the Valentine Company a permanent class of buyers who in a large majority of cases use large quantities of Valspar each year. Through advertising Westclox has secured better recognition with the dealers. By creating prestige for Aunt Jemima Pancake Flour which influences the retailer in constantly carrying it in stock, advertising has secured permanent buyers for this product. "The best advertisement for Listerine is Listerine" and Listerine makes its own market when opportunity is once afforded.

Roughly speaking there are 500,000 counter scales prospects in the United States today, and at least 150,000 heavy capacity scale prospects. The counter scales prospects duplicate themselves every ten years. This information is not available for the heavy capacity scales. The advertising of the Toledo Scales Company has undoubtedly done its part in securing repeat orders, but so has the merits of the product itself.

It would be difficult to prove that the Toledo Scales Company has a permanent class of buyers, let along state that advertising has secured a more permanent class of buyers. This product is not like underwear, hosiery, food products, and such immediately consumable products for which there must be repeating demand.

Advertising does stabilize the demand for products. Often it stabilizes the demand for products by extending the season during which the goods are sold. Many manufacturers as well as advertising agencies recognize this effect of advertising. Because advertising has secured new types of users, extended the uses of products, obtained wider distribution, and secured a permanent class of buyers, for goods that have been nationally advertised, the demand has been much greater. An increased demand resulting from wider use of the product tends to stabilize the business. Thus, advertising does stabilize demand for products by extending the season over which they are sold, by discovering new uses for the products and new types of users, by securing wider distribution, and by obtaining a more permanent class of buyers for the products.

Building for Perfection in 224 Lines

Under the title, "224 Lines," the Quality Group of magazines has just brought out for distribution among advertisers a service booklet of fabricated advertisements designed to show the artistic and commercial potentialities of the standard size pages used by the periodicals in this group. Under the direction of Louis C. Pedlar, a long list of visualizers, art directors and layout experts, whose cooperation is acknowledged in the preface, have made sixty-two essays in black and white at the perfection which the publishers declare is attainable in the 5½" wide by 8" deep size.

The book is intended to show in concrete form the possibilities of fully utilizing the advertising pages of the Quality Group by composing the advertisement to get the maximum advantage out of the particular shape and dimensions offered The 62 specimen advertisements of fictious products of classes commonly advertised in these magazines are all built on the one idea: "To make a definite thing for a definite purpose and to dissipate a theory which prevails that any advertisement can be adapted to any space or any medium."

"It is not possible," the preface tells us, "to get the best results from a layout that has been reduced or expanded to fit a space for which it was not originally intended. The proportions are different; new values and techniques are called for. What, in a larger page, looks virile and strong loses astonishingly in reduction. A smaller advertisement 'thrown up' is either disproportionately strong or is lacking in a wanted delicacy. these magazines.

"No engineer would think of placing a Ford motor on a Rolls-Royce chassis and expect a finished, salable product. Or *vice versa*. . . . ."

By inference, the advertisement intended for *Atlantic Monthly, Century, Harper's Magazine, Review of Reviews, Scribner's* or *World's Work*, should be built for the standard-size page used in

The 62 examples of advertisements so built are more persuasive than the statement of principle in the preface. Not only are full-page examples given but the page is split up to show what can be done in the half-page, quarter-page and smaller sizes. Throughout, the note of composition to the space is struck impressively, and specialists in illustration, typography, decoration and lay-out have cooperated to show how effectively, in this space, in this type of magazine, the advertisement can be made to express the commodity it it is presenting to the public. Conversely, they have suggested with astonishing success that a 224-line page is an ideal vehicle for an ideal arrangement of the elements of expression and appeal at their command.

Among those who have suggested or executed the compositions of type, or type and illustration, of type and decoration or of all three of the elements of the black and white advertisement in this little volume, designed as the text book of 224-line page, are Ben Nash, Gordon Grant, F. Vaux Wilson, Benjamin Sherbow, Richard Walsh, Everett Currier, A. B. Sullivan, Walter Whitehead, A. C. M. Azoy, Jr., and George Woltz.

An American's View of the Commercial Value of the Dutch East Indies

An Editorial From the Java "Motor Age" Commenting on the Viewpoint of a Writer in "Advertising & Selling"

IN an article titled, "A Ripe Foreign Field for American Advertising," which appeared in a recent issue of ADVERTISING & SELLING, Mr. J. W. Evans gives an interesting criticism over trade conditions in the Dutch East Indies. Beginning with a very lucid statement about these regions, Mr. Evans says: One of the most attractive and promising fields in the world for the American manufacturer and for the advertiser with a sales message is the Dutch East Indies.

The Dutch East Indies like and want American goods. They have a population of 50,000,000 people to consume them. They have 750,000 square miles of territory to put them into. They are signalling to us from across the Pacific to come into their market place and stay there, now that the world war has made us trade with them direct instead of by way of Europe. And since the path is open they want it made as broad and straight as possible.

Their total export and import trade in 1917 was dl. 520,000,000. It is still growing.

In 1918 we sent them dl. 20,000,000 worth of manufactured goods, and they sent us dl. 80,000,000 worth of their products—products we have to have, such as tea, coffee, quinine, coprah, rubber, and the like. That dl. 20,000,000 is eight times the figures of 1915. The dl. 80,000,000 is sixteen times the figure of 1913

So far, Mr. Evans.

True, as the Dutch East Indies is not a producing country at all, we must import all manufactured goods from abroad.

Before the outbreak of the war 90 per cent of the imports were German, America did very little with us; all that we knew of America was American boots and California canned fruits.

During the war naturally nothing could be imported from Europe, not to mention Germany. We were, literally speaking, forced to look for other sources of supply, and naturally again we knocked at the nearest door, in this case Japan, which soon proved a failure, in so far that the stuff they sent us was usually inferior to the sample, so that we soon lost faith, and looked out for another purveyor.

America being the next door, we tried her, and this time with luckier results. America has supplied us the last four years with all our wants; you cannot walk inside a shop now and ask for a certain article, without being sure to see the familiar "Made in U. S. A." on it. As a proof that Uncle Sam's products have made good in the Dutch East Indies note the fact that unscrupulous firms have articles made in Japan, that sell here as of American origin: "imitation is the sincerest form of flattery," we would say. We recently walked into a shop to buy a certain article, we were shown it and were nearly convinced that it was "Made in America," but when we took another sample out of the original case it was packed in, the wrapping betrayed its origin; it was wrapped in Japanese newspaper.

Now, America has a strong hold on the Dutch East Indian market, but she has to take some lessons if she is intent on keeping it.

Firstly, we want to mention her export packing, which, as a rule, is very poor. We know of many cases where shipments arrived in such a desolate condition that nothing could be done with them. This was overlooked in wartime when curtailed losses could easily be made good on another shipment. But will this be the case in normal times? When competition grows and every loss counts? We should think not.

Another question which American exporters must not overlook, is the mode of transportation. We know of many shipments which arrived here seemingly in good condition, but after opening of the case, the contents proved to have been stolen; several cases we know of, were shipped on American merchant vessels. Now what could be done to stop this matter, seemingly small, but of great importance to consignees and which must affect the exporters and shippers? It is true insurance covers the losses, but the loss of one shipment means a lot to the consignee out here who has waited six months for the stuff he is badly in need of, and what will be the result if this ill is not treated in time? Well the result will be that the exporters will be instructed not to ship by American vessels, which means losses to the American merchant fleet. One good way would be to have lectures held to the crew showing them the unpatriotic action of having the good name of the American merchant fleet stained in foreign countries; this will certainly urge the men to handle the goods entrusted to their care, with more consideration. During the war the Americans have proved their willingness to help win the war. Will they not be willing to help win the world trade? We are sure they will.

CHANCE TO GET AHEAD OF THE CROWD

Any American exporter, any American salesman, any American capitalist (says Mr. Evans further), who thinks he can afford to let such facts as that go without at least a vigorous and thoroughgoing investigation simply misses his guess. For, granting that he has something which the Dutch East wants, he passes up a unique chance to establish himself now before the crowd arrives.

One reason the opportunity is unique is the welcome we are already receiving in that region. There is no sign there of the unfriendliness and distrust which is so evident when we try to do business in South America. They don't steal our trade marks. They don't take it for granted that we want to gobble them up. The field is in contrast, too, to a country like China because conditions there are settled and stable and the man who goes there, either with goods or with capital takes no chances. And this, in a new commercial field is a very rare condition, indeed.

The Dutch East Indies is a market for practically every main necessity we manufacture. A look at the consular reports of the United States Department of Commerce shows how their demands run all the way from the most ordinary utensils of daily life to enormous machines for oil and sugar mills, mines and railways.

One of the most surprising things about this market has been the development in the last few years of a demand for machine tools—and yet if you ask a machine tool man if he has thought of the Dutch East he will probably tell you positively

that they use no machine tools because they are an agricultural people who import all their machinery. The truth is that when, during the war, they couldn't get or have made new parts for the immense number of German-made machines used in the Dutch East, they had to import machine tools and make those parts themselves. And that gave them a start; so that now they are finding it good business to make lots of small machine parts instead of importing them.

About 30 per cent of our exports to the Dutch East are steel and iron goods. And the growth of sugar mills and oil mills, the opening of mines, the development of water power, the steady extension of railroads, the putting in of water systems, are causing the demands to grow apace. Also the general standard of living among the natives is rising at a rate so perceptible that nobody with articles to sell there can afford to be blind to it. Fifty million—that's half the population of the United States; and 35,000,000 of them are concentrated right in Java—an area one-third as great as California. And outside of Java lies the vast stretches of the whole archipelago, 3,000 miles long afield for growth and development indeed.

A PECULIAR SALES PROBLEM

The sales problem in the Dutch East is peculiar. The tremendous distances to be covered in a chain of islands as great as the journey from San Francisco to New York, makes the traveling salesman a costly luxury. The method generally followed is the stationing of a representative in Java, where the population numbers 700 to the square mile. Such a representative, besides being in touch with the banks and the big commercial forces of the island, can utilize the retail system by which Chinese and Arab traders reach out to the remotest parts of the archipelago.

In pointing out this sales method Mr. Evans has overlooked one big factor, that trade with the Chinese and Arabs necessitates the giving of credits; as a Chinaman never buys cash, a representative representing American house in America and having no stocks, will not be able to sell to Chinese or Arabs; to do this he must have stock to sell from. It is from our point of view, preferable to have settled business houses do this business for them. As these houses who have for years done this sort of business know from experience how to distinguish the bad from the good elements. If American houses persist in doing this business themselves, then one good piece of advise is: Come over and open your own branch here and deliver the goods in Java, but on no account sell to Chinese or Arabs goods on sample that will have to be delivered after months of waiting, because a Chinaman changes his mind as often as we do our shirts.

The colonial government of the Dutch East Indies has recently sent to the United States a special trade commissioner to impress on American business men and bankers not only the inviting nature of the field, but also the need for proper credit adjustments in our banking system to enable merchants in the Dutch East to trade with us on a credit basis.

They picked their biggest man for the job. He is Mr. K. F. van den Berg, managing director of the bank of Java, and foremost financial authority in the Dutch East Indies.

Mr. van den Berg's message has already been delivered in the right quarter. There is every reason to think that the adjustments he sought will be accomplished, and that the way for a continuation of this great trade which the war brought to us, will be made clear.

This, then is the time for individual business men to act—not merely with reference to the export trade, but with reference also to the field in the Dutch East for the safe and profitable investment of capital.

Industrial Films at the Rialto

A brand new idea in the exhibition of high class industrial motion-pictures has been evolved by Camilla Donworth, President of "Films-of-Business," who has entered into an arrangement with the Rialto Theatre by which that place of amusement will be turned into a temple of industry on Tuesday and Thursday mornings from 10 to 12. On these days, the theatre will be devoted to special programs of films dealing with Americanization, vocational work, science, industry, sales, ship, psychology, merchandising, made by several companies.

Admission to these entertainments is free, tickets for the show being distributed by the merchants and manufacturers whose films are to be shown, or they may be had at the door on application. High class music and well known singers will add variety to the entertainment between the films.

The first showing of this new venture, which promises to revolutionize the distribution of industrial pictures, was on Thursday, July 1st.

The first program showed "The Making of Spaghetti, One of the 57 Varieties" shown by H. J. Heinz. "The Manufacture of Ink, Carbon Paper, Typewriter Ribbons and Paste" displayed by the Stafford Ink Company. "The Electric Heart," a graphic display of a new power issued by the Prest-O-Lite Company; "A Mouthful of Wisdom," a striking lesson in dentology; "Clothes and the Girl," a film especially designed to appeal to the feminine mind. "Three Types of Men," a study in physiology and a series of modern manufacturing films shown under the auspices of the Y. M. C. A.

Several of these films have been made by a wonderful new color process.

New Advertising Club in Missouri

An Advertising Club has been formed in Mount Vernon, Mo., under the name of the Mount Vernon Advertising Club. C. O. Cance is president, and H. E. Reitz, secretary and treasurer.

Recognition

¶ That THE ROTARIAN has gained recognition is evidenced by the fact that it carries 95 columns, or 14,630 lines of paid advertising in the June issue.

¶ Our magazine has gained "a place in the Sun" thru merit and by persistently following an ideal.

¶ We are justly proud of the position taken in the advertising field by

THE ROTARIAN
The Magazine of Service

Published Monthly by the International Association of Rotary Clubs

Eastern Representative
Wells W. Constantine
7 West 16th St., New York

CHICAGO

Great Britain
Thos. Stephenson
6 So. Charlotte St., Edinburgh, Scotland

Advertising Manager
Frank R. Jennings
910 So. Michigan Blvd., Chicago

Subscription price: $1.50 in U. S. A. and Cuba: $1.75 in Canada; $2.00 in all other countries.

Member Audit Bureau of Circulations

Fred A. Dennison, of "Butterick Quarterlies," Dies

Fred A. Dennison, known to the advertising fraternity as "Denny" because of his unfailing enthusiasm, died in the Lake View Hospital, Chicago, on June 12, after an operation—the necessity for which he did not even suspect twenty-four hours before.

Mr. Dennison was born May 22, 1870, at Bellville, Ontario, and began his commercial life with the First National Bank of Mason City, Iowa, and was afterwards connected with the sales departments of such well known firms as Remington Typewriter Company, Smith Premier Typewriter Company, National Cash Register Company, and the Lovell Manufacturing Company, where he made enviable sales records.

In the advertising field he represented *Farm and Fireside, Associate Farm Papers*, the Butterick *Trio*, and at the time of his death was in charge of the advertising of the Butterick *Quarterlies* for Western territory. Few men had a wider personal acquaintance among advertisers and advertising men, both East and West, and none enjoyed a better reputation for clean work, sound methods and high principles.

Mr. Dennison is survived by his wife, Gertrude Walker Dennison, and one daughter, Helen. He was buried June 16, at Erie, Pa., Mrs. Dennison's former home.

J. K. Ohl, "Telegram" Editor, Dies

Josiah Kingsley Ohl, editor of the *Evening Telegram* and formerly editor of the New York *Herald*, died Sunday morning at his home in New York, of heart disease. He was 57 years old.

Mr. Ohl, was born in Brownsville, Pa. in 1887 after graduation from Kenyon College he became a reporter on the Atlanta *Constitution*. When serving as city editor in 1897 he went to Washington as correspondent for the *Constitution* and the London *Daily Telegraph*. During that time he was also attached to the Washington Bureau of the New York *Herald* in which latter capacity he served until 1906. In 1907 he was sent to China as correspondent for the New York *Herald* and for nearly ten years represented that newspaper in the Far East, his work taking him from China to Japan, Korea, the Philippines and India.

Upon his return to the United States Mr. Ohl became identified with the editorial department of the *Herald* and from the death of James Gordon Bennett to the amalgamation of the *Herald* with the *Sun* was editorial director of the *Herald*. Since that time he had been chief editorial writer on the *Evening Telegram*.

Mr. Ohl is survived by his wife and a married daughter.

E. H. Morse, Advertising Man, Dead

Edmund H. Morse, erstwhile member of the advertising agency of Doremus & Morse, and for many years engaged in financial advertising, died of tuberculosis on Friday of last week in New York City. He was about 43 years old. Nearly twenty years ago, Mr. Morse was advertising manager of the *Wall Street Journal*. He left to go with the advertising agency of Doremus & Co., and after a short time went to join H. W. Doremus in advertising work. They formed the agency of Doremus & Morse and for many years ago through money difficulties the partnership was dissolved and their business was taken over by Russell Law, now of the advertising firm of Guenther-Law, Inc. Mr. Morse shortly after became associated with the Presto Plate Service, a newspaper service, which the N. E. A. of Cleveland bought about two years ago.

Mr. Morse after his wife's death several years ago married again, but at the time of his death was separated from his second wife. Funeral services were held on Monday at Canandaigua, N. Y., where the body was taken for burial.

Charles H. Dickson Dead

Charles Hugh Dickson, of the advertising staff of the New York *Journal of Commerce*, with which he had been connected for 41 years, died on Friday of last week in his sixty-fifth year. Heart failure was the cause.

Former Editor of "Christian Advocate" Dies

The Rev. Dr. George Peck Eckman, formerly editor of the *Christian Advocate*, and a prominent figure in Methodist Episcopal circles, dropped dead in Scranton, Pa., on Monday afternoon.



Strength of Organization

Experience of over forty years has developed executive ability. Scientific advancement has brought the telephone from a crude experiment to one of the most perfected of all mechanical devices. Engineering has mastered countless problems involved in the distribution of service. Construction has carried the telephone into the most remote corners of the country. Operative skill has combined the efforts of executives, scientists, engineers and commercial management. These with vision and foresight are the powers which unite in the accomplishment of the Bell Telephone System.

Working in the closest cooperation with its chiefs is the nation-wide organization of telephone employees. Nothing less than finest loyalty, the most untiring devotion, the recognition of the great importance of their work, coupled with a fixed determination to serve faithfully; nothing less than this unified strength which has been so wonderfully displayed by the management and employees of the Bell telephone could have carried the system through the years of strain which began with the war and have not passed.

Hardly ever has public service required so long and severe a test of a business organization. Never has an army responded with more hearty united and loyal support.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES

One Policy *One System* *Universal Service*

The New Profession of "Sales Engineering" and Its Service for Better Merchandising

How the Winchester Repeating Arms Company Is Making It a Vital Component of Its Expanded Post-War Organization

By W. E. FREELAND*
Sales Engineer, Winchester Repeating Arms Co.

SCIENTIFIC production needs two things very fundamentally. It needs general plans and general schedules for tools, processes, materials, labor, and finances. Those things the sales department has some measure of effect upon, to say the least. There is a peculiar inter-dependence of sales and production, not always recognized but always existing. If the business is to prosper neither can absolutely control or dominate its policies over any considerable period of time. There is necessarily a considerable adjustment needed between the manufacturing facilities and the market demands. I think I am safe in stating that sales is the natural point of origin of new projects in a business because most of the new projects come from somewhere out in the field.

FLATTENING THE PEAKS

Then, too, there is always a major problem of flattening the peaks in both production and distribution. There is the job of interpreting consumer demands to the factory engineers. Someone must do that. There are certain definite obligations upon sales. First, to discover new uses and new markets for the product. Second, and perhaps least observed of all, there must be a determined effort to resist pressure of any kind that will tend to break down massed production.

Third, there is a further obligation upon the sales to expand seasonal or territorial limitations. There are, however, some obligations upon the factory. These are not always observed. One is, to maintain delivery schedules—no small task in these days of labor or lack of labor that most of us are experiencing.

The factory also has the task of maintaining or increasing the quality of the product.

Now there is a widespread recognition of the function of engineering in production. We recognize most of us the essential differences between the planning, which is the engineering, and the production in the factory organizations. We recognize that there are required special psychological, temperamental adaptations on the part of the men who are to operate the two sides. It has not been so well recognized, however, that there is a definite function for engineering in sales and I want to interject here that when the Winchester Arms Company uses the term "Sales Engineer" it does not use it in the sense so frequently used in the technical papers of a salesman who goes out to do technical installation of a manufactured product or a machine. We use it in a sense parallel to that of "manufacturing engineer."

You will remember that we had a huge war plant. We had in our employ perhaps twenty-two thousand hands at the time of the armistice. We went down to seven thousand in a remarkably short period of time and resumed piece production with considerable speed. But we had a plant and plant facilities enlarged four times beyond the stage that they were in 1914. That plant must be filled with new production.

BUILDING SALES THROUGH EFFICIENCY

We operate on a rather individual modification of the Taylor system of scientific management, in our plant commonly spoken of as the Oderman system of philosophy of management because Mr. Oderman, our president, first installed it in some of the Navy Yards of this country. When we faced this great task of filling up the partially vacant factory with new production, he immediately instituted an organization which we called, "The Sales Engineering Department." His reason for that institution was precisely the same reason that has brought about the distinction between the manufacturing engineers and the manufacturing organization. He attempted to put men of the certain psychological makeup into the planning work which became the sales engineering and the men of the driving, forceful, operating type into what we call sales production.

I suppose I will be challenged somewhat, but I think many will honestly agree with me that the combination of both the planning and production aptitudes and temperaments in any one sales manager is extremely rare just as it is rare in the factory end. The man is either strong in one direction or in the other, and if he is to make a success must surround himself with men who will supplement and fill up the deficiencies.

Now sales engineering with us has changed its color just a little since we first organized it because we have become now the master planning group for the entire organization, and that is where we reach our real work as coordinators.

Generally speaking, the work of the sales engineers is months in advance of that of the operating departments. In other words, the planning for future projects is the work of sales engineering. The planning of current projects is the work of sales production.

It must not be overlooked, too, in our talk about setting up a sales engineering department that there is a very close and very natural alliance between the sales engineers and the advertising department, both doing a rather peculiar and closely allied creative type of work.

MAKING A MASTER PLAN

I have said that we were a master planning group. What are the elements of a master plan that will affect and guide a whole organization? In the first place, the master planners must necessarily have close contact with all parts of the organization. They must have, or must create, facilities for study of markets and of consumer demands. They must make an intensive study of economic trends. They must make a study of the factory facilities either present or potential.

After these preliminary studies it becomes their duty to select the items and lines to be manufactured. Having done this, it is up to them to present this matter in such a way that the operating parts of the organization can go to work in some coordinated manner. Therefore, the sales engineers must determine the

*From an address delivered by Mr. Freeland on the subject of "The Coordination of Sales with Scientific Production" before the Taylor Society in New York.

601,534

Was the NET PAID Daily Average

Circulation of the

NEW YORK EVENING JOURNAL

For the Week Ending June 19, 1920

AT

3 Cents Per Copy

The Largest Circulation

of Any

Daily Newspaper

in the

United States

Member of Audit Bureau of Circulations

elements of the problem and their proper sequence in the order of work. Having done this, they must then write a general plan which will allocate the work to the various divisions of the organization and set up the bounds so that there will be little or no overlapping of effort.

Now, let me come down specifically to the way in which we touch various parts of our organization. We have the usual statistical department with its machines and its trained men, and we do not undertake to do any of their work for them. But we do undertake to interpret the basic statistics that we have them gather for us and turn them into workable reports for the benefit of the operating sales organization. For the benefit of this sales production staff we make field surveys of new production that should be added to our line. We make field surveys to ascertain where new markets may exist. We make field surveys, too, to determine new uses for our old products, and we try to keep an ear to the ground while we are out in the field. We try to do some intensive thinking in our offices toward accomplishing further refinements in our line of production.

FIELD SURVEYS

Then, too, because we have built up a staff of research men—and I challenge anyone to deny that the average salesman is not a research man—we undertake to ascertain for the benefit of the entire organization the reaction of the dealers and the consumers towards our products and also our selling methods because some of the worst reactions that we have discovered are not directed towards our products, but are directed toward the method by which we attempt to sell them.

When you go into an extensive line of production, as we are going in, manufacturing cutlery, fishing tackle, flashlights and batteries, tools of various kinds, skates, various kinds of sporting goods, you can imagine that we run into the problem of seasonal and territorial demands. It quite obviously becomes a large part of our task clearly to ascertain what are these seasonal and territorial limitations.

Then, too, in these days, of protest against existing prices, particularly as we are situated in one of the branches of industry where prices are still climbing, it is quite necessary that we know very closely about price changes and price trends. Also we have to keep an eye on competitive activities. We have several very lively and very efficient competitors.

Another thing that we have to do, and it is no small task, in fact it has become one of our great problems, is the study of packing and shipping methods. Those who have tried to get labels, shipping boxes of almost any kind, cartons, have some realization of what it means to put three or four thousand new products on to the market at the rate of twenty-five or thirty or forty a week and attempt to get packing material and get it right for all these various products, particularly when you are trying to put them out as a family of products and carry through the entire packing certain attractive merchandising ideas.

FOR DEALERS' SERVICE

Now, for this sales production crew, we do another thing, an essential thing. We try to give them advance reports on new products and changes in old products that that will affect sales efforts, try to give them this so far in advance that they can do some intelligent sales planning. We carry on in the Winchester organization a very extensive dealer service, and we undertake to do for the sales production such engineering work or give them such assistance in the engineering phases of the work as is possible. This applies to getting up exhibits, and the preparation of salesmen's equipment; all these things which the technician must have a hand in and, in our case, they delegate those over to the sales engineering staff.

We render such assistance as we can in convention and club work. We keep up an advisory inspection of the sales efforts and results. Not that we have power to control their actions because a functional type of business is founded primarily upon a theory of cooperation. There is very little control in our business of one department by another. A man must cooperate or drop out. We do special research work of all kinds for this sales production staff for the reason that they have not the men nor the training for that type of work.

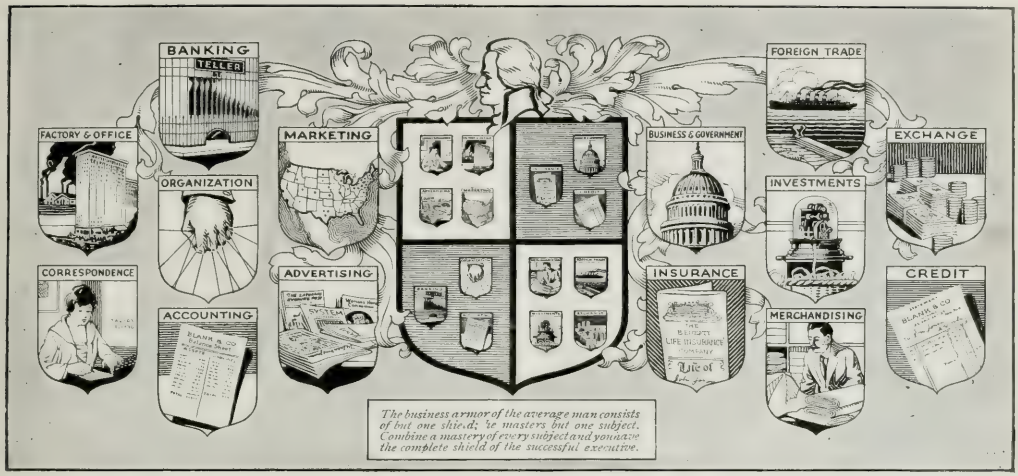
And last of all, we retain the final approval on all models of new products and on all new packing. After the manufacturing engineers in the factory have got through with their work on samples it must come back to the sales end for its final approval and that final approval rests with us. But that is a matter of organization because it happens only rarely that we pass final inspection or final approval upon a new product until we have called into conference the men who later will have to sell that product. In other words, we try at the time to sell this new product to them because if they do not believe that it is correct in design or correct in finish or correct in any part of its manufacture, they will never put themselves in a position to get back of it strongly when it comes to the distribution. That again, I say, must be built upon a spirit of cooperation.

CONTACT WITH ADVERTISING

Sales engineering has some contact with advertising. It consists largely in certain merchandizing studies, and by that I mean studies of the methods of merchandizing in regard to display, even to pricing. We have control of the pricing in the sales engineering organization. I don't know whether that is permanently so or not, but for the present we are holding it there. We try to furnish the advertising department with all immediate technical information for any kind of publication that it may issue. We do for it special field or advisory service as we do for all other parts of the organization, and we provide very specific reports on seasonal and territorial variations in consumer demands. Those who are familiar with the money that has been wasted in improper advertising will realize just how essential that is to the advertising men. I do not mean that they cannot secure it from other sources, but they cannot secure it so accurately from other sources as we are able to furnish it to them. And perhaps that needs a bit of explanation.

We are building up a chain of hardware stores in this country. In fact we are building up two chains of hardware stores. Combined hardware and sporting goods stores, if you please. We purpose having one agent in every town in the United States large enough to support a desirable agent. That agent will have the exclusive sale of all of our new products, but not of our old line of guns and ammunition. We purpose having eventually in every city of 50,000 or over stores of our own. Some of those stores are now open in New England.

These agents are stockholders in our business only in a small way, but nevertheless it gives them a real interest. Having them, we are able to go out into any section of the country and get some very specific



How does a man get into business for himself?

A MAN may be a first-class salesman, and remain a salesman all his life.

He may be a first-class accountant; or engineer; or superintendent; or departmental head and—in spite of all his ability and hard work—never rise beyond.

How is it that so few men are able to jump over the departmental barriers and establish themselves in their own business?

The career of J. H. Hansen, President of the J. H. Hansen Cadillac Company, of Omaha, answers that question.

From salesman to president

"WHEN I located in Nebraska as a salesman for the Cadillac automobile," Mr. Hansen wrote recently to the Alexander Hamilton Institute, "a representative of the Institute found me, and persuaded me that I might just as well try for the big prizes in business as for one of the mediocre ones. The decision to enrol in the Modern Business Course and Service was a turning point in my life.

"I knew something about selling already. But now I began to see business as a whole, and the relation of each department to it. Advertising and costs; accounting and office organization; the control of men and corporation finance—all these elements, which are necessary if a man is to succeed in business for himself, came to me with the Institute's help.

"When the opportunity arrived I was ready for it. We organized our company and the first year did more than a million-dollar business.

"In my judgment, the reason why so many men never get into business for themselves or fail after they do get in, is because they are not prepared for their opportunity when it comes."

Trained and sure of step

THE man who masters the principles and acquaints himself with the practices of modern business acquires the vision and courage needed to take the big step—vision to see and know opportunity when it is presented, and courage to decide how to act.

To him the elements of success and causes of failure become axiomatic. He has learned what to do, and what to avoid doing.

Ignorance of the fundamentals which are the keystone of successful business practice is the cause of most business failures.

You have asked yourself, "How can I get into business for myself?" Mr. Hansen and thousands of others have answered that question for you. Their records speak, with the eloquence of accomplished success, this message to you:

"Train yourself; learn business as a whole rather than the details of a single phase of it. Master the fundamental principles of all business so that you can with confidence meet opportunity when it comes to you."

The Alexander Hamilton Institute is engaged in fitting men to be ready for their opportunities.

To the man who knows just one department, it gives the whole background of modern business.

The Advisory Council

EDUCATIONAL and business authority of the highest type are represented on the Institute's Advisory Council, which consists of:

Frank A. Vanderlip, the financier; General Coleman duPont, the well-known business executive; John Hays Hammond, the eminent engineer; Jeremiah W. Jenks, the statistician and economist; and Joseph French Johnson, Dean of the New York University School of Commerce.

"Forging Ahead in Business"

TO SAVE your time the Institute has answered every question that is likely to occur to **you** about the Modern Business Course and **Service** in a 116-page book, entitled "Forging Ahead in Business." It is a book that **should** be in every ambitious man's library—a **veritable** guide to business progress. And it is **offered** entirely without obligation; send for your copy today.

Alexander Hamilton Institute
503 Astor Place New York



Send me "Forging Ahead in Business" without obligation.

Name .....
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Business Address .....

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Position .....

reports given to us by men who are friends and have a selfish interest in our welfare. There are few sales organizations thus happily placed.

WAREHOUSE RELATIONS

Now, sales engineering has a little to do with the warehouse department in our organization. The warehouse department is an entirely separate thing reporting directly to the general manager, and having some control over what the warehouse men also term "merchandizing," which is the distribution problem and the maintenance of stocks and the placing of orders on the factory. In other words, they become also a buffer between the factory and the sales organization. We furnish them with the initial sales requirements on all new products. We give them early information of unusual demands or unusual trends. We give them the same interpretation of basic statistics that we furnish to sales production, and we do for them occasionally some field service.

One of our closest tie-ins very naturally is with the manufacturing engineers because our work is to select the line and their work is to develop. We give them specifications of our new products. These specifications are fairly minute. We have the responsibility for the standardization of lines. I do not know whether you appreciate just what that means unless you have been in a business similar to some of the new ones that we are engaging in.

Prior to the war one of the largest pocket knife manufacturers in this country made over six thousand different patterns of knives. We think —we haven't tested it out thoroughly yet, but we have somewhat —we think that we are covering every need of this country with a sufficiently diverse line of pocket knives with one hundred and twenty-nine patterns and the best evidence that we are on the right path is that the largest hardware jobber in this country controls a pocket knife factory and he has followed our lead and gone us one better by going down to one hundred and sixteen patterns.

STANDARDIZING LINES

Another evidence of what standardization means in our adventure in the manufacture of flashlights. We carried standardization there to what every one thought was beyond reason. About a month ago our largest competitors, the men who have practically dominated the flashlight field, reduced their line from seventy-seven patterns to thirty-three. In other lines we have likewise been followed by competitive manufacturers who have welcomed our lead in this great problem of standardization, because standardization means two things: It means an increase in the size of the orders that you can place on the factory in one lot, and it means a smaller investment and a more frequent turnover for the dealer who has to carry those goods. Both considerations mount into large sum of money.

We furnish to the manufacturing engineers the specifications for packing methods. We procure for them competitors' products as samples, not always the easiest task although it sounds very easy. We give them the specifications for marketing the product, always a point of contention and something in which the merchandizing element is the supreme element and not the factory considerations.

To give you an illustration of that, we are undertaking to put upon all of our products the symbol number by which we mark them on our factory orders, which is controlled by our accounting, and already, in the short space of time we have been busy at this, we have four articles in the trade press of the country commenting upon our stand in this regard and calling upon other manufacturers of hardware to follow in our steps.

STRAIGHTENING OUT SCHEDULES

When projects conflict as they sometimes do due to the failure of schedule, we then advise the manufacturing engineers as to the priority of the various projects concerned. We give them, naturally, certain advice or service in the development of new products because the men working with us have had very fine sales experience and really know quite well the consumer demand that exists, and they also know because they have been making a study of all the points of merit in competitive lines. Starting out as we are, new, without any traditions or any precedence, we are able to combine those points of merit into a single industry in a way what few other manufacturers have been privileged to do.

We have occasion very frequently to secure field tests of new products for the manufacturing engineers, find out if their work is accurate or if certain new ideas are worth while. We give them specific reports on initial quantities because initial quantities mean allocation of floor space, purchase of equipment and the making of the master plans for the products. We give them information of the peak load periods because we may not have to tune up to meet the peak load if it can be foreseen and properly planned. For instance, the manufacture of flashlight batteries. A battery itself is of comparatively short life after it is assembled. But you can make components the year round and store them and then it becomes a question of balancing the investment in machinery against the investment in inventory to find out how far you need to equip.

We notify the manufacturing engineers of probable expansion of demand because on their shoulders rests the expansion of any of the shops. We notify them, of course, of the market reaction toward the product. In other words, we play very close with them. We try to be eyes and ears and legs for them because we get out in contact with the public and with the dealers and they rarely do. We can perform for them a very important service.

THE COORDINATING JOB

We have had a great deal of advertising. The result of that is we are flooded with suggestions of products that we ought to make, coming from other concerns and a host of inventors and the sales engineers— I would almost like to say unfortunately—digest that material and pass upon it and usually reject it.

The sales engineers and the manufacturing organization do not come quite so closely in contact because the manufacturing engineers really do all the preparation work and all the planning and any changes that may come about will usually come about through the manufacturing engineers and not through the manufacturing organization. But we do give to the manufacturing organization copies of all of our reports that can be of interest or instruction to them. We search sometimes for outside sources of manufacturing information, and we are particularly lenient in making approval of changes in designs or processes which will help to overcome manufacturing difficulties. And that is where we meet one of the prettiest jobs of coordination that we have, because the sales production crew says, "The thing must absolutely be thus and so." The manufacturing engineers think sometimes that they can make it "thus and so." But when it comes down to a matter of taking it out of the laboratory and putting it into the shops something comes up which prevents its being made precisely as was planned.

We frequently have to hold a joint conference with the manufacturing executives and the sales executives and conduct a sort of a League of Nations affair while we try to modify the opinions of both until we have arrived at a working programme. In the process of time this is becoming a very easy thing to do and now both organizations are coming to leave the adjustment to our discretion. We have the final approval, anyway, but we try to carry through that same spirit of cooperation.

HELPING THE PURCHASER

We have a very little contact with purchasing. We occasionally do some field work for that department to find out where certain venders of pure components can be found. We occasionally try to find out when and where the competitor is getting certain raw materials. That is only because a flexible field staff has not been established, and most of these organizations do not have one.

In closing, I want to point out that there is an essential difference between sales planning from the viewpoint of sales interest and sales training alone, and from the viewpoint of training and interest in sales production and finance. Our experience has shown us thus: that the men who come out from the field of straight sales work rarely make good sales engineers. Some of the men who have developed best as sales engineers have come straight out from our factory work and are men who have been desirous of getting over into sales work and have been doing some studying and some reading—in other words, have trained themselves somewhat, but have not had the experience. We find that the knowledge and the contact with the factory is peculiarly vital and that the salesman is very, very slow in accumulating any experience that helps him to establish those contacts.

SOME OF THE RESULTS

The results of our setting up a sales engineering organization are briefly these: that we have, as I say, in a comparatively short space of time, introduced several major lines of products. We are undertaking to do in three or four years what most of our competitors have spent anywhere from one to three or four generations in doing.

We have worked off into the problems of standardization as few have ever attempted, and the other people are following in our footsteps. We have a good many of these lines and products well on production now and, with two exceptions, we have not had occasion to reject a single one of the things determined upon in the beginning—showing how thorough was our work.

We have succeeded in building up a bridge between sales and factory in an organization fifty years or more old, where the factory was, prior to the advent of these new products, the dominant power in establishing policies, because the public was of such a nature and the sales end had been so long and so thoroughly established that there was almost no new sales planning necessary.

Therefore, policies came from the factory, representing the factory thinking. Due to the comparatively narrow limitations of the field and a very remarkable good will that had been built up, this course was eminently successful. It would not apply in any factory newly organized, and to all intents and purposes, all of our work on new products is setting up absolutely new factories.

Would Apply Efficiency Methods to Salesmanship

A move to supplement "scientific management" with "scientific sales operations" that is of the first importance to American industry was made on Friday, June 25, when the Taylor Society, organized in 1911 to promote the science of management, called a conference of salesmanagers at the Engineering Societies Building in New York to discuss "The Control of Sales Operations by Standards Based on Job Analysis." The outcome of this conference, which was looked upon as only a preliminary meeting to introduce the problem, was the appointment, on the motion of E. St. Elmo Lewis, vice-president of the Campbell-Ewald Co., of four committees from among the two hundred salesmanagers and production men present at the conference to outline a program and policy to be presented at a big conference to be called some time in October.

During the morning session at the Engineering Societies Building the conference was addressed by Henry S. Dennison, president of the Dennison Manufacturing Co. and president of the Taylor Society, who talked on the problem of applying efficiency methods to salesmanship, W. E. Freeland, sales engineer of the Winchester Repeating Arms Co., on the subject of coordinating sales with scientific production and by John M. Bruce, of Webb, Kendall & Bruce who dealt more specifically with the salesman's job and its control through standards based on analysis of it.

Luncheon at Keene's Chop House followed the morning session, after which the tables were pushed back and the

(Continued on next page)

"Gotham for Art Work"



Our new telephone numbers are Madison Square 8517 8518

GOTHAM STUDIOS INC.
111 East 24th Street
New York
MARTIN ULLMAN · Managing Artist

Good, Better, Best.
Never let it rest.
Till the Good is Better
And the Better Best.
COPYRIGHTED

Classified Advertisements

EXECUTIVE SECRETARY—a national association of manufacturers with headquarters in Chicago invites confidential correspondence from men competent and fully qualified for executive secretarial duties. Salary to start $2,400 to $3,000, based on experience in work required. Some knowledge of advertising will be helpful. Give outline of full business career, references, whether married or single, age, etc., first letter. Address: B. C., care of Guenther-Bradford & Co., Tribune Bldg., Chicago, Ill.

We specialize in house to house distributing of
Advertising Literature and Advertising Samples
We solicit your account
JAMES T. CASSIDY
806 No. Front St., PHILADELPHIA, PA.
Write for our paper "FACTS"

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting. Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.
POSTAGE · 18 East 18th St., New York City

Topeka Daily Capital
Sworn government report for 6 months ending Apr. 1, 1919 . . . . . **35,247**
Arthur Capper *Publisher*
TOPEKA, KANSAS
Member Audit Bureau of Circulations

THE JEWELERS' CIRCULAR
New York, has for many years published more advertising than have the seven other jewelry journals combined.

Paper for Letterheads

LETTERS MAY BE BETTER but they can never be *best* unless they are written on the right kind of paper.
BERKSHIRE TYPEWRITER PAPERS
A Business Paper For Every Business Use
EATON, CRANE & PIKE COMPANY
New York Pittsfield Boston
San Francisco Chicago

Blotters

"To make Better Letters Use Our Better Blotters"
Famous *World* and *Reliance* Brands
THE ALBEMARLE PAPER MFG. CO.
Richmond, Va.

Mailing Lists

Mailing Lists
Commercial, Automobile, Investors or any classification wanted
TRADE CIRCULAR ADDRESSING CO.
166 W. Adams St., Chicago
References: Agency Books or any bank or business house in Chicago.

(*Continued from preceding page*)

afternoon devoted to a discussion of the subject by speakers from the floor. A feature of the afternoon program was a talk by C. P. Staubach of the Burroughs Adding Machine Company on the subject of "A Scientific Basis for Salesmen's Quota." Those present at the meeting and those who took part in the discussions included sales managers and production men of country-wide reputation.

Can't Use "Collier's Weekly" Story As An Advertisement

Judge Henry D. Clayton, of Alabama, has granted a temporary injunction to the P. F. Collier Company, of New York City, enjoining the Preston Motors Corporation, one of the largest manufacturing automobile concerns in the South, from using as an advertisement or publishing wholly or in part a story which appeared in *Collier's Weekly* last April, entitled, "Wanted—Two Million Cars." Suit was filed against the company for infringement of copyright.

Atlanta Agency to Represent Trade Papers

The Mitchell-Meriweather Agency has been organized in Atlanta to represent various trade journals in advertising in the Southeastern field. Harry Mitchell, head of the company, has had many years of experience in foreign advertising, especially Latin-American, having been born in Mexico, and will specialize in this work. Mr. Mitchell was formerly connected with *La Hacienda*, the Spanish agricultural journal published at Buffalo, N. Y.

Sackheim and Scherman Agency Formed

Max Sackheim and Harry Scherman have organized the advertising agency of Sackheim and Scherman and, on July 1, opened offices at 44 East Twenty-third Street, New York.

Mr. Sackheim for nearly five years has been in charge of copy and production for Ruthrauff & Ryan, New York.

Mr. Scherman was also with Ruthrauff & Ryan, but formerly with the J. Walter Thompson Co. Ruthrauff & Ryan have transferred eight accounts to the new agency.

Billboards Are "Taboo" in Florida County

Billboards are taboo by official action of the county commissioners in the county of Duval, Florida, one of the first in the South to take this action. A resolution has been adopted by the commissioners declaring that all billboards, signs, etc., that obstruct the view along any of the county highways must be removed by August 1st, or the commissioners will cause their removal and destruction.

To Give Newspapers False Information May Be a Crime

The giving of false information to any newspaper will become a crime in the state of Georgia if a bill now before the State Legislature is passed, and there is every indication that it will pass for both houses, it is reported, will support the bill. Recently an Atlanta newspaper published a news item regarding an engagement announcement, and as a result of it the young lady in the case committed suicide. The story was entirely false. Other cases of this kind have occurred throughout the state, prompted mostly, it is said, by motives of revenge, though mone have had so tragical an ending as the one cited above. It is to put a stop to this contemptible practice that the bill was designed.

Georgia Papers May Curtail Advertising Further

A further curtailment of advertising to conserve white print paper will probably comprise one of the important resolutions adopted by the Georgia Press Association, at the annual convention in Carrollton, Ga., July 19 to 21. Virtually all newspapers in the state are now members of the association and this is the thirty-fourth annual meeting. At a special meeting held some time ago the ratio of reading matter to advertising was reduced to conserve paper, and as the situation still remains acute it is believed further stringent action will be taken. The executive committee at a meeting in Atlanta June 26th, voted not to change the dates originally decided upon for the meeting. It had been suggested that the dates be changed as the Southern Publishers' Association meets at Asheville, N. C., at the same time.

Barrett Will Direct Foreign Trade School

John Barrett, director general of the Pan American Union, has initiated, with the approval of Secretary J. W. Alexander of the Department of Commerce, a "Plattsburg" for Pan American and Foreign Commerce. An intensive course of 30 days will be given from July 19 to August 21. Information may be secured from the executive director of the school at 1000 Vermont Avenue, Washington, D. C.

Newsprint Situation Improving

According to a report issued by the Federal Trade Commission this week, the newsprint situation is improving. The improvement is attributed largely to settlement of labor difficulties in the mills and the consequent increased production.

The increase in the domestic production of newsprint in May, 1920, over May, 1919, amounted to more than 22 per cent for the total print and more than 24 per cent for the standard news. Mill stocks during May, 1920, increased also.

OLD ESTABLISHED FIRM OF WHOLESALE TEA MERCHANTS WILLING TO TAKE UP SELLING AGENCY IN THE U. S. CANNED GOODS OR ALLIED TRADES. SOUND REFERENCES GIVEN.
J. D. WALSH & CO.
BLACKBURN, ENGLAND

"GIBBONS KNOWS CANADA"
MONTREAL TORONTO WINNIPEG

Davidson, Advertising Manager, "Maryland Farmer"

Wilbur L. Davidson, formerly with *Pierce's Farm Weeklies,* at Chicago, has recently become associated with the *Maryland Farmer,* Baltimore, as advertising manager.

McElhone, Business Manager, Curtis Business Papers

Arthur J. McElhone, publicity manager of the class journal publications, *Motor Age, Motor World, Automotive Industries,* etc., has recently been appointed business manager of the Curtis Business Papers, Inc., publishing *Tractor & Implement Topics* and *Tractor & Implement Exporter.* These papers are being reorganized under an entirely new management—editorial as well as advertising and circulation.

Loomis Made Directing Editor of Tractor Papers

Fred M. Loomis, one of the best known editorial writers in the Farm-Power field, who has been for some years a member of the editorial staff of *Motor Age, Motor World* and *Automotive Industries,* has accepted the directing editorship of the Curtis Business Papers, Inc., *Tractor & Implement Topics* and *Tractor & Implement Exporter.* Mr. Loomis will take over his new duties early in July.

Seattle Has Advertising Club

The advertising men of Seattle have just organized a Seattle Advertising Club, which will affiliate with the Pacific Coast Advertising Men's Association and with the Associated Advertising Clubs of the World. R. E. Morgan, advertising manager of Frederick & Nelson, has been elected president of the club. Other officers are: R. M. Radford, advertising manager of the Bon Marche, first vice-president; H. G. Stibbs, Carnation Milk Products Company, second vice-president; E. P. Kohl, advertising department Carnation Milk Products Company, secretary; W. E. Crane, Washington Mutual Savings Bank, treasurer.

The following were elected directors: L. S. Moore, the *Post-Intelligencer;* E. F. Woodman, Woodman Advertising Agency; H. C. Sieck, Botsford, Constantine & Tyler Advertising Agency; W. A. Simonds, *Northwest Motorist;* A. J. Izzard, Izzard Advertising Agency; W. T. Prosser, Strang & Prosser Advertising Agency; J. M. Finley, Finley Advertising Agency.

Advertising Jacksonville As a Port

Following a recent trade excursion through the Middle West, of representatives of the South Atlantic ports, the port publicity committee of the city commission of Jacksonville, Fla., is advertising in the newspapers of that territory.

A few export and shipping trade journals also will be used on this campaign, which is intended to promote a greater use of the port of Jacksonville. The account is handled by The Thomas Advertising Service.

H. Belden Joseph Resigns

H. Belden Joseph, assistant advertising manager of the Kelly-Springfield Tire Company since 1914, has resigned his position. As yet he has no definite plans for the future.

Balliet, Director of Advertising, for Vick Chemical Co.

Carl J. Balliet, whose election to the vice-presidency of the Vick Chemical Co., Greensboro, N. C., was reported in a recent issue of this magazine on July 1, took up his new duties, which includes those of director of advertising. Mr. Balliet was formerly directing partner of the E. P. Remington Advertising Agency, Buffalo, N. Y., and assistant treasurer of the Foster-Milburn Co.

Shumway Sends Schedules

The Franklin P. Shumway Company, Boston, Mass., is sending out schedules to New England dailies and weeklies for Bryant & Stratton Business College. To a large list of dailies and women's monthly publications schedules are being sent for the spices and Bell's Dressing of the D. & L. Slade Company. Four months' orders have been booked for the Pacific mills.

Florida Citrus Exchange Doubles Appropriation

The results of the advertising of the Florida Citrus Exchange for a greater consumption of grapefruit were so satisfactory during the shipping season just ended that the board of directors has doubled the appropriation for next year. As heretofore, most of the fund will be expended in the newspapers of cities in which there is distribution of Sealdsweet fruit. The advertising of the Florida Citrus Exchange is planned and placed by The Thomas Advertising Service, Jacksonville.



Trucks—and Paper

From wood yard to mill, from rags to beater, from factory to freight car, trucks of all sorts and descriptions are the vital connecting links in the chain that turns pulp into paper. Hand haul or motor driven; little industrial platforms carrying 50 lbs. from machine to shipping room, or great goliaths of freight carriers handling 5 tons over rough roads—all are essential to the manufacture and distribution of the product of this important industry.

More than one thousand pulp and paper mills are exerting every effort and straining every industrial sinew to meet the urgent demand for production and more production. Speed is the order of the day.

And—the orders for the day from the purchasing department are likely to include trucks, too. So, if you sell motor trucks, hand trucks, elevating trucks, tractors, trailers or accessories, right now is the time to tell your message to the men who **make** paper and read

PAPER

The Production Journal of the Industry.

471 FOURTH AVE., NEW YORK CITY

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

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July 3, 1920

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Calendar of Coming Events

July 12-14—Annual Convention and Style Show, the Retail Shoe Dealers of New York State, Onondaga Hotel, Syracuse, N. Y.

July 12-15—Twenty-third Annual Convention, International Association of Display Men, Detroit, Mich.

July 12-16—Annual Convention Poster Advertising Association, Hotel Statler, St. Louis, Mo.

July 14—National Garment Retailers' Association Convention, New York.

July 14—Manufacturers' Aircraft Association Convention, New York.

July 19-26—Convention Wall Paper Manufacturers' Association, New York.

July 19-21—Southern Publishers' Association Meeting, Asheville, N. C.

July 19-21—Thirty-Fourth Annual Convention, Georgia Press Association, Carrollton, Ga.

July 26-31—Merchandise Exhibit, Grand Central Palace, New York.

Qualifications of a Successful Salesman

In an address before the salesmanship department of the Chicago Advertising Council recently, Dr. J. M. Fitzgerald, who has been a vocational counselor for large business organizations, told how to judge personality and gave qualifications which he believed the successful salesman should possess. He said in part:

"A man's mental personality can be determined by his training, his education, his sense of humor, his resourcefulness to certain demands made upon him, and by the force and character of his thinking, or by the lack of these. His spiritual personality can be determined by his affection, his sympathy, his enthusiasm, his interest in others and his capacity for conscientious action, or by the lack of these.

"The salesman should, first of all, be friendly. He should be energetic. He should be a student of business. He should have self confidence and pride that he may carry his goods or his services to men who stand high in their profession or business without any feeling of cringing and certainly with no sense of lordliness out of proportion to the requirements. He should feel hopeful and work with a firm purpose in order that he does not work half-heartedly.

"He should be an observing man, a man who, when he passes through the country, can read from these farms and these homes and out-buildings, the upkeep of the farms, the roads and bridges, as he passes along, the class of people living there. He should be able to say from the railroad facilities about how much business is done in a town. He should be able to make some sort of an estimate of the people from the kind of service they tolerate, the backwardness or forwardness, you might say, of the facilities. He should be able, as, he passes along the street, to see from the buildings what kind of business is carried on in them. As he passes through the door, he should be able to see, from the windows and the goods displayed on the counter and in the showcases, and the people there, what sort of men he is going to deal with. He should be a fact observing and analyzing type of man or he is not a good salesman."

Bush Advertising Service Given Over to Hoyme

The Bush Advertising Service, Inc., New York, headed by Irving T. Bush, of the Bush Terminal and Sales Building, has been given up. Robert Hoyme, Inc., New York, is reported to have taken over many of the Bush agency's accounts, which numbered in all more than twenty-five.

"Telegram" and "Evening Sun" Now 3c.

On July 1, the price of the *Evening Telegram* and *Evening Sun* in New York was advanced to 3 cents. Frank A. Munsey, in announcing the increase, said that it was due to the abnormal cost of materials and the abnormal cost of labor, and that if the costs do not stop mounting the new price of three cents "will, of necessity, soon be a thing of history."

Celluloid Films are Dangerous!!

The operation of any portable projector using Celluloid Films, without a fire-proof enclosing booth, is prohibited by State, Municipal and insurance restrictions, and the violator is frequently subjected to severe penalties.

USE PATHESCOPE *FILM*

PATHÉSCOPE "SAFETY STANDARD" THE PIONEER OF SAFETY PROJECTION

THEN you avoid all chance of accident to begin with and you do not come in conflict with any of the wise regulations promulgated by the State Legislatures, the Insurance Underwriters, or the Municipal Authorities.

If you use Pathéscope "Safety Standard" film and the Pathéscope Projector, your salesmen can show pictures anywhere, at any time, without danger to themselves and without creating in the prospect's mind a fear of accident that diverts his attention.

These "Safety Standard" films and machines take your product and sales story right to the man who is most interested in them. Showing your manufacturing processes in animated pictures on the screen is fully equal to a personal visit to the plant and much more welcome to the prospect, because he does not have to take so much of his time away from his own affairs.

The brief list of prominent industrial users given at the left shows the favor in which the Pathéscope is held by the foremost manufacturers, as a sales aid. Note that the Pathéscope weighs only 23 lbs. and operates on any light circuit. No licensed operator required. For transportation the machine packs easily into a small suit case.

If you now have old-style, inflammable industrial films, let us print them on Pathéscope film and insure the safety, comfort and hearty cooperation of your salesmen, instead of their mere compliant use of a cumbersome, dangerous apparatus that is hard to transport and that compels disregard of protective laws and regulations every time it is used without a licensed operator and a fire-proof enclosing booth.

The Pathéscope "Safety Standard" film and machine are both labeled by the Underwriters "Enclosing Booth Not Required."

List of Prominent USERS ~

Now using the **New Premier** Pathéscope in sales-work:

- American Liability Insurance Co.
- Atlas Powder Company
- Baldwin Locomotive Works
- Boston Woven Hose & Rubber Co.
- Delco Co.
- Diamond Match Company
- General Electric Company
- International Correspondence Schools
- International Harvester Company
- National Cash Register Company
- Otis Elevator Company and others

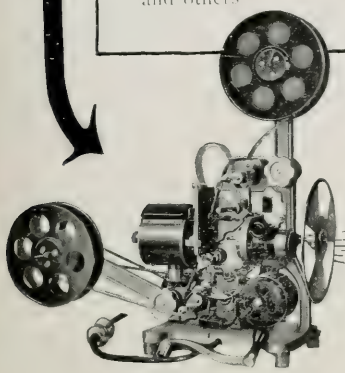
Descriptive Literature Sent on Request

The Pathéscope Co. of America, Inc.

Willard B. Cook. President

Suite 1826, Aeolian Hall, New York City

Agencies and Service Stations in Principal Cities



THE NEW PREMIER *Pathéscope*

Flickerless "SAFETY STANDARD" Motion Picture Projector

23 YEARS OF CINEMA SUPREMACY

EFFICIENT SERVICE

The proper presentation of outdoor advertising requires unusual care in space selection, design, execution, construction and maintenance. That advertisers may be assured of efficient country-wide service, plants are maintained at

CHICAGO
PHILADELPHIA
CLEVELAND
NEW ORLEANS
BUFFALO
MINNEAPOLIS
ST. PAUL
DENVER
LOUISVILLE
ATLANTA
MEMPHIS
NASHVILLE
YOUNGSTOWN
DULUTH
SUPERIOR
ST. JOSEPH
OKLAHOMA CITY
HARRISBURG
PUEBLO
LINCOLN
ASHTABULA
ALTOONA
LORAIN
SOUTH BEND

NEW YORK
ST. LOUIS
PITTSBURGH
WASHINGTON
MILWAUKEE
KANSAS CITY
INDIANAPOLIS
ROCHESTER
TOLEDO
OMAHA
COUNCIL BLUFFS
DAYTON
HARTFORD
SPRINGFIELD
WILMINGTON
CAMDEN
AKRON
JACKSONVILLE
ST. AUGUSTINE
DAVENPORT
ROCK ISLAND
MOLINE
BALTIMORE
ELKHART

CHICAGO Thos. Cusack Co. NEW YORK

ents the Copy

Public Library,
Kansas City, Mo.

Advertising & Selling

JULY 10, 1920

From The Chicago Tribune of July 1, 1920

TRIBUNE ADDS 30,000 READERS IN TWO DAYS

Now Above 450,000; Leads in U. S.

In the two days since the other Chicago morning paper, the Herald and Examiner, advanced its price to 3 cents THE TRIBUNE has experienced a remarkable increase in its daily circulation in the city. In fact, the growth in demand for this newspaper is so significant that it seems worthy of mention here as a matter of public interest.

Gain Is Phenomenal.

The total earning circulation of THE TRIBUNE yesterday was 451,839, of which the net city circulation—Chicago and immediate suburbs—was 292,850. In round numbers this is a gain of 30,000 within the two days since the 3 cent price of the other morning paper became effective. On Monday morning THE TRIBUNE'S net sales were 420,543, of which number 265,484 copies were city circulation.

With the total paid circulation of 451,839, reached yesterday morning, THE TRIBUNE has by far the largest circulation of any morning newspaper in the United States.

Public Library,
Kansas City, Mo.



"Just See How It Holds at The Stitches"

"When that catalog was planned we took into account what many advertisers overlook — the strain on the center page fold. Foldwell was chosen to withstand that strain. Examine it. Not a sign of a crack there — nor on the cover."

"Open and close it all you please. The strain will not loosen the cover *and no pages will fall out.* The stitches will bend before the paper breaks between the holes."

The printer's confidence in Foldwell is well placed. For Foldwell's rag base and extra strong fibres insure it against cracking or breaking.

By using Foldwell in your catalogs you, too, can be certain that your sales messages and illustrations will do every bit of work you intend them to do. For Foldwell catalogs, though severely handled and repeatedly thumbed back and forth, always come up smiling.

Our booklet, "The High Cost of Taking a Chance," on request.

CHICAGO PAPER COMPANY, Manufacturers, 827 Wells St., Chicago, Ill.

NATIONALLY DISTRIBUTED BY

Lasher & Lathrop, Inc.,
29-33 Lafayette St., New York City.
Whitehead & Alliger Co.,
8 Thomas St., New York City.
John Carter & Company, Inc.,
100 Federal St., Boston, Mass.
Alling & Cory, Rochester, N. Y.
Alling & Cory, Buffalo, N. Y.
Alling & Cory, Pittsburgh, Pa.
D. L. Ward & Co.,
28 S. Sixth St., Philadelphia, Pa.
Phelps & Lasher, Bridgeport, Conn.
McClellan Paper Company,
700 S. Fourth St., Minneapolis, Minn.
McClellan Paper Company,
Duluth, Minn.
Acme Paper Company,
115 S. Eight St., St. Louis, Mo.
Carpenter Paper Company,
106 Seventh St., Viaduct,
Des Moines, Iowa.
Cincinnati Cordage & Paper Co.,
Cincinnati, Ohio.
Spokane Paper & Stationery Co.,
Spokane, Washington.
Tacoma Paper & Stationery Co.,
Tacoma, Washington.
Carpenter Paper Company,
Ninth and Harney Sts., Omaha, Neb.
Kansas City Paper House,
Kansas City, Mo.
Carpenter Paper Company,
143 State St., Salt Lake City, Utah.
Commerce Paper Co., Toledo, Ohio.
Commerce Paper Company,
Columbus, Ohio.
St. Paul Paper Co., St. Paul, Minn.
Allman-Christiansen Paper Co.,
131 Michigan St., Milwaukee, Wis.
Cincinnati Cordage & Paper Co.,
535 E. Third St., Dayton, Ohio.
John Martin aPer Co., Ltd.,
Winnipeg and Calgary, Canada.
Chope Stevens Paper Co.,
Detroit, Michigan.
Blake, Moffit & Towne,
242 S. Los Angeles St.,
Los Angeles, California.
Blake, Moffitt & Towne,
45 First St., San Francisco, Calif.
Blake, McFall Company,
Portland, Oregon.
American Paper Company,
Seattle, Washington.

When You Think of New Orleans Think of New Orleans STATES

EVENING SUNDAY

Because:-

Large Circulation Concentrated In The City Proper-Your Profitable Market

Suburban New Orleans is too limited and scattered to cover economically.

Advertise in the New Orleans States and center your efforts on the city itself. Excellent opportunities for distribution of any product. People responsive to advertising. High per capita purchasing power.

WRITE ADVERTISING DIRECTOR

Want More Information? We'll Gladly Furnish It.

ADVERTISING & SELLING, JULY 10, 1920

30th year. No. 3. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1879. Price 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City



These and many other national advertisers KNOW that Rotogravure advertising pays.

They insure results by use of media of KNOWN value like the

Fort Worth Star-Telegram

First Paper in Texas

Fort Worth is located in the heart of a BILLION DOLLAR territory, where the buying power per capita is enormous.

Rotogravure advertising in The Star-Telegram produces results because it is read by people who have confidence in their paper.

Circulation over 75,000 Daily—90,000 Sunday

Sunday Rotogravure—eight page super-calendered paper—closing date only 21 days in advance of date of issue.

Fort Worth Star-Telegram

Charter Member A. B. C.

AMON G. CARTER
Vice Pres. and Gen. Mgr.

A. L. SHUMAN
Advertising Mgr.

Represented on Rotogravure ONLY by Graphic Newspapers, Inc.

27 E. 22nd St. New York. 1211 Hartford Bldg., Chicago. 638 Little Bldg., Boston.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891
J. M. Hopkins, President; H. B. Williams, Vice President; William B. Curtis, Treasurer;
ADVERTISING & SELLING CO., Inc., 471 Fourth Avenue, New York, N. Y. Telephone, Madison Square 1765
M. F. Duhamel, Managing Editor; Ralph B. Smith, Associate Editor; George Roosevelt, News Editor.
30th Year JULY 10, 1920 Number 3

Selling Your Advertising As Another Product

When a Concern Advertises It Enters a New Field of Production. How Does the Organization "Measure Up?" There Is Much to Be Gained by Scientific Operation

By HUMPHREY M. BOURNE

GENTLEMEN, what is our product?"

The words fairly crackled across the room. And what an easy question—as if everybody didn't know what the product was! What was the old man driving at?

"Yes, what is our product? You tell us, Mr. Wallace."

"Why, soap, of course, Mr. Parsons."

"What else?"

Such a question, when everybody knew that since '71 the concern had made soap, sold soap, thought soap, dreamed soap, and soap alone! Soap! Soap!! Soap!!!

"Gentlemen, your silence is eloquent with ignorance. Soap, of course, is our main product. But we are producing something else—and that something else should be as familiar to us as our soap, should be known to us as intimately as our soap, and in turn should be sold by us as intelligently and well. Gentlemen, the other product is our advertising. Mr. Murphy, our publicity man, will now take the floor and tell you something about it.

* * *

There's nothing extreme or far-fetched about a situation such as illustrated above. It may not take place every day in many establishments through the country; but it should. For the moment a concern decides to advertise it is planning the manufacture of another product; it is investing in a new kind of equipment; it is extending the selling force; it is capitalizing old responsibilities and assuming responsibilities that are new; and unless these factors are accepted accordingly by every member of the concern, and in turn presented with the same force and intelligence as characterizes the selling of the chief product, then the advertising becomes a weakened thing—to be thought of in terms of expense rather than of profitable investment.

Selling Begins At Home

IT has come to be recognized that the way to obtain maximum distribution of either specialties or staples is, primarily to sell with them something besides the material product—a degree of service that in itself frequently, to the buyer, is as important as the goods.

The writer of this article, who has contributed many others to the columns of ADVERTISING & SELLING, *has set forth in a rather vigorous style the fundamental idea of the necessity of selling one's own organization first on the service that goes with the main product.*

Mr. Bourne has taken the view that advertising itself, if only by virtue of the large sums invested in it as a commodity and a selling force, is in itself a product of high importance to any concern employing it. The thought is worthy of careful analysis.—THE EDITOR.

HOW MUCH FOR AN "AD"?

They tell a story of an old Milwaukee brewer to whom an elaborate advertising campaign was being suggested, with samples of the proposed advertisements. After an hour or two of profound interest on his part he made the welkin ring with the enthusiastic remark: "Ain't dot pretty; how much do you charge for an ad?"

Fortunately, intelligent advertising never was in the "how much for an ad" class. The modern advertising campaign is the result of deep thought, careful planning, and continuous application on the part of many executives and others, depending on the size of the establishment. And it means the appropriation of a certain percentage of the profits—enough in many instances to build a new factory, or to buy new operating equipment, or to add from twenty to one hundred more men to the sales force.

I never will forget the remark that my old chief, Oliver Cabana, Jr., President of Liquid Veneer, once made. It has meant many a stop, look and listen when writing an advertisement or planning a campaign to be paid for by somebody else. He said: "Good heavens, Bourne, paying for a full-page advertisement is like buying a house and lot." He was right. And the same thing holds true of any advertising campaign, which isn't something to be dolled up and then sent out alone into a cruel world to meet its fate.

The responsibilities connected with an advertising campaign are tremendous. The advertising is to create new goodwill for the house. It is to win an increased preference for the main product. It is to smooth the way for every salesman. It is the expression of more than the intrinsic qualities of something that is made and sold; it is the expression of the character of the house itself, of the house's attitude toward its dealer and consumer market. It expresses the very soul of the organization.

EQUAL TO THE MAIN PRODUCT

Being all these things, advertising is something not to be lightly planned or lightly executed. It becomes an extra product, equal in importance to the chief product it-

self—for it precedes that main product as an expert salesman, and must leave a favorable impression against the time when the moment of purchase arrives.

And, as a real product, advertising demands the right attitude of mind, and a right knowledge of its true function, on the part of every individual in the organization—an attitude and knowledge most essential to *the establishment of goodwill toward the advertising itself*, both inside the organization and out.

Whole-souled loyalty on the part of every worker toward the advertising is as essential as loyalty toward the house and the thing it produces. Opposition, or even a lukewarm attitude toward the advertising is more often a lack of proper knowledge of what the advertising is to accomplish, due, in turn to a lack of proper education by those directly responsible for the advertising policy. A friendly working attitude on the part of everyone toward the advertising cannot be expected if those responsible for its being do not sell the advertising as painstakingly inside the organization as they expect the other product to be sold outside.

And, if the attitude of the man opposed to the house's advertising cannot be changed, change the man, for at heart he is inimical to the interests of the house, even though he does not know it. Elbert Hubbard said it—"Get out or get in line."

The ignorance of many an executive on matters pertaining to the concern's advertising is downright appalling—to say nothing of that of lesser lights in the organization.

Ask the men as they come in from the road to tell you what they know about the advertising policy of the house.

Ask them the cost of that last page.

Ask them something about the number of people the advertising is reaching monthly, and what it all means to their own particular trade.

Ask what the last advertisement was about.

See if they know anything about the message to be delivered next time.

Ask for a brief description of the selling points advanced by the last advertisement.

Ask if the selling points are being capitalized with the trade—and in just what way.

Ask how the advertising is regarded as a selling aid.

Do the men simply tolerate the advertising, or do they regard it as a valuable business producer?

Do they and their trade appreciate what the advertising is doing for them? What it costs? If they ever send in an advertising suggestion? If they sell the advertising product as carefully as they sell the other?

AND INSIDE THE OFFICE TOO

Then ask the people in the office what they know about the advertising. Go out into the factory and ask them. You can't expect the working force to be more than passingly interested in the advertising if they haven't an intelligent knowledge of what it is to accomplish—and why. A worker out in the factory will accidently come across an advertisement of the concern he works for and pass it by and up with the comment, "Bunk," simply because he has not been informed about the advertising. To him it has a fourth-dimensional aspect. The well-turned sentences are as "sounding brass and tinkling cymbal." The advertisements he sees arouse, if anything, a feeling of antagonism in his breast, which isn't at all conducive to increased loyalty, greater efficiency, or maximum production. He feels that the advertising is patronizing—and of such is the kingdom of discord.



HUMPHREY M. BOURNE

Reverse the picture. See that every advertisement is bulletined conspicuously throughout the establishment before actual publishing date. If accompanied by a separate message signed by an officer of the company outlining the advertisement's policy, so much the better. Then, when in due course, the advertisement does make its appearance in the magazines and elsewhere, the man behind the work will read it again because he understands what it is all about, and will renew mental allegiance and loyalty to the concern which he is so proud to serve.

You wouldn't send a salesman out on the road unless he knew all about the chief product, and knew it inside out. And yet, many an organization is being kept in the dark regarding the advertising policy of the house! Seems as if a veil of mystery was intentionally draped before it. Shout the story to the hill-tops—if it's worth six thousand dollars to tell it one time, one page, one week, to folks on the outside, its worth spending a little time telling about it to the folks on the inside—for are they not the people that have made the advertising possible?

THE SALESMAN'S VIEWPOINT

This may seem like a lot of palaver on a very obvious subject. But the thing obvious is too often the thing disregarded. Many a salesman damns his concern's advertising with faint praise, followed by the statement that if the house would only divide the advertising appropriation among the boys their sales results would make the advertising results look like thirty cents. Take that same man and his brother salesmen into the house's advertising confidence, show them how the advertising is their royal ambassador wherever they go, and they'd threaten to resign in a body if so much as a rateholder was withheld.

Find a lot of executives, salesmen, office people, and factory people boosting for the advertising the concern is doing, and you'll find back of them an advertising policy which markets the advertising itself as a definite product.

And out on the road you will find that the salesmen are presenting the advertising in a wholehearted way by speaking in known terms of its known quantities, instead of using it as a half-hearted prelude to a forced farewell. On a quarter million dollar appropriation basis, each salesman realizes that a quarter million dollar right hand man is working with him and for him at all times. And he keeps that man eternally busy. He'd rather lose his transportation than lose his advertising.

A concern's advertising is the dean of the selling staff, and more. It is the expression of all that the house is and represents. It can be made a tremendous factor of good will between the house and every employe. It can transform listless attitude into pulsating pride and loyalty. It can be made a helpful ally of everyone in the place from the president down to the newest red-headed office boy or apprentice. And it can be made a greater-than-ever force in increasing production and multiplying sales.

But in order to be and do these things surpassingly well, the advertising must be preached and practised for what it is—as an actual commodity designed and built for service—and to be sold as such to and by everyone in the establishment.

Institutional Advertising With a Specific Twist

The Stone & Webster Company Is Making Effective Use of Weighty Testimonials to Nationalize Its Product, Which is Service

By ROBERT VINCENT

THE MERE SOUND of institutional advertising suggests something sublimely vague. That such copy, however, can be down-to-earth, practical and simple in expression is indicated in the national campaign of Stone & Webster which has been running for almost a year. What could be more definite than this?

"FINGERS ON THE PULSE"

"Brier Hill Steel" is one of the names to conjure with among the industries of the Youngstown district signifying the great work and the ramifications of the business of the Brier Hill Steel Company.

For "Brier Hill Steel" we have carried out a large and varied assortment of work including, among other things, blast furnace foundations of concrete and the concrete walls of an ore storage yard having a capacity of 750,000 tons. We illustrate these features under construction. At the wind-up of our work the client wrote:

"We commend, especially, the expedition and dispatch of your work for us, which we believe was done with as creditable cost as possible. It is plain that your able organization keeps its fingers on the pulse of things."

This is institutional advertising, pure and simple. Its fundamental job is to advertise the organization, its accomplishments, its ability, its scope, and to inspire respect. It is institutional advertising, but expressing these various aspects of the firm with quotation from the client in connection with a single definite accomplishment as a result of which it sounds a thousand times more convincing.

To explain why Stone & Webster adopted such a style, we first must understand the reasons which impelled them to undertake this national campaign. It is puzzling to the uninitiated how such a proposition as constructive service, which, on the surface, would appear to have a concentrated market, can advertise successfully and to direct advantage in general publications like the *Saturday Evening Post*. It is easily understood that such publications are excellent for baked beans and baggage, hosiery and hats, used by everyone; but it is not so obvious in the case of building service and lines of a related nature.

BUILT UPON A DIRECT MAIL FOUNDATION

Until 1914 the advertising of Stone & Webster was conducted by mail, all such matter being sent to selected names. A mailing list of bankers, big industrial executives, consulting engineers and others who might be considered prospects for their service had been carefully built up. It was excellent advertising. It was definite. It consisted of specialized bulletins, illustrating the previous performances of the Stone & Webster organization. When a big water power development, industrial project, or other important work was done, a special book was published describing it and the Stone & Webster part in it. This advertising, supplemented by publicity in special class mediums, brought results which helped the organization to grow.

But as it grew, extending its scope further and further from headquarters, establishing branch offices in various parts of the country, reaching out into every conceivable branch of construction project, it found men who had not heard of the wonderful Stone & Webster construction organization—knew nothing of the things it had done. The company was well known everywhere for other activities along the line of operating public utilities. The construction service is really an outgrowth of need for developing an organization to handle the physical development work of their own gas and electric lighting and traction lines. In the minds of many, their name connoted the financing and operating of such industries.

FORGING THE GREAT CHAIN

In short, though a tremendous organization, doing national—even international—work, on some of the greatest of modern construction problems, there were many to whom they were only a name. And even while the engineering fraternity itself might be well acquainted with their work, how about the heads of industrial plants whose business was making steel or paper or furnishing water power? It became evident that these must be sold on Stone & Webster as an institution, well in advance of any contemplated work.

The letting of construction work usually depends upon the consensus of opinion of a committee or board. While the final power sometimes may rest with a single individual, it is rare that he passes on a proposition without consulting his associates and subordinates. The decision usually is made by a group, and the question frequently comes before the members in the form of a proposition for blanket construction, the relations extending over a period of time. With such a board the matter of construction service may come up very infrequently, perhaps but once in several years. Their only knowledge of the construction firms possible for consideration may be that derived from advertising—they may have had no previous actual contact with any.

Naturally that concern with which they had become most familiar would receive the greatest confidence and attention.

To reach all the various individuals concerned in the letting of a contract by direct advertising was difficult. Despite careful building up of mailing lists, many of these

possible prospects would be missed. The evidence showed that this was what occurred. Hence the embarkation into national advertising.

The fact that individual sales are few and scattered is to a large extent offset by the number of persons entering into each sale on the side of the buyer, and that a single contract may run into millions of dollars—may equal the entire year's business of many national advertisers of everyday articles of merchandise.

NOT AN EXPERIMENTAL EFFORT

This is not the first national advertising in general publications of Stone & Webster, but it is the most extensive. It has been an evolution since they advertised as far back as 1914 in *World's Work, Review of Reviews* and *Literary Digest.* The direct advertising is still maintained. It goes to known prospects. The general advertising, however, covers that large field of unknown prospects which the most searching analysis would fall to place on a mailing list.

It deserves emphasis again that this was no new concern, trying to establish a reputation and accomplish quick expansion. It was a solid organization, established for many years, a leader in the field—the kind of organization one would remark about, "Why, everybody knows them, of course!"

The present campaign started on a once a month schedule in the *Saturday Evening Post* and a group of high-class monthlies. The problem was to advertise Stone & Webster. To decide how best to advertise it a field survey was made to find out just what they had to sell. The normal procedure was reversed. Instead of building up a list of points or series of ads upon what a construction service like theirs *should* be, they decided to advertise the points they actually possessed. To find these out an investigator was sent to interview clients for whom they had worked, to ask what it was about them that appealed.

As a result there were found to be about twenty selling points, or buying points of interest to these clients. Typical of the list upon which they worked are:

Quality of construction.

Rapidity of construction.

Close co-operation with client's representatives.

Extensive resources.

Accuracy of estimating.

Personal interest of individual members of constructor's organization.

These points were made the basis of the advertisements. And what better way to express them than in the words of the clients themselves? Every man knows how difficult it is to sell himself, to talk about his accomplishments and abilities without seeming immodest. It is quite as difficult for an organization, too. To put the expression of these points in the words of others was to relieve the advertising of a delicate task. Another of the advertisements is quoted:

Union Switch & Signal Company employed us to construct a new plant at Swissvale, Pa., to replace the former plant which was destroyed by fire. The type of structures arrangement, size, etc. were agreed upon promptly with the company and its engineers, Hunting & Davis.

The owner occupied the building three month after the start of construction above ground and his expression of satisfaction follows:

"You built our new plant without loss of a single unit of time. It was as though we had possessed for this emergency a construction organization of our own second to none in the country. We must mention our complete satisfaction with your purchasing both as to prices and deliveries and our appreciation of the adequacy and efficiency of your accounting system."

Let us act as *your* construction organization, working *with* you rather than *for* your, and beginning when *your* plans are first taking shape.

All of the advertisements were of this style. Right here is a point worth mentioning. There is no sameness about these endorsements. Such is the inevitable result when they are written by the advertiser. These testimonials are the actual words of the client, either written by him or taken down verbatim by the investigator sent around on the original survey.

THE NATURE OF TESTIMONIALS

Nine times out of ten testimonials written by the advertiser for himself are obvious and lack the convincing note. It is for this reason that a certain advertiser who makes extensive use of them always insists on the user writing the endorsement himself, in his own manner and in his own words and without suggestion on the advertiser's part. Usually, when a testimonial is asked for, the reply is, "Well, write a letter and I'll sign it;" but experience has taught this particular business man that such have a ring of artificiality about them and he wisely declines.

Each Stone & Webster testimonial brings out a different phase, a different selling point of the organization. Each describes a different job and a different type of work. All are consistent in style. The name of Stone & Webster is affixed in modest manner looking much like the signature on a letter. A consistent suggestion maintained throughout the series has been that contained in the last paragraph of the advertisement quoted above, which, with some variation of wording, is the climax of each insertion. To further tie the series together an identifying mark consisting of an inverted triangle containing the words "Stone & Webster Construction Service" has been used with the triskelion which is the symbol of the organization. This was adopted to emphasize the fact that it was the construction side of the organization that was being advertised.

COPY METHODS EMPLOYED

The copy is brief as shown and occupies perhaps a third of the entire space; the rest is illustration, which defies the generally accepted psychological dictum that anything relating to machinery or construction demands a heavy, bold style of type and illustration. These illustrations are in line, delicately strong; yet probably few would say they are not dignified and strong. The drawings are, in fact, unusual both from the standpoint of style and subject. Each shows a construction job in process.

Good Advertising

"Only that can be called good advertising which keeps adding prestige to the name of the advertiser. Good, worth-while advertising produces future results just as surely as it produces immediate profits. Any advertising that does not do both of these things is not good advertising, and no amount of cleverness can make it good advertising. The future effect of any bit of advertising must be considered."— C. T. Walker, Advertising Manager of the Scott-Halliburton Co., of Oklahoma City, in the *Retail Public Ledger.*

Even to the layman an engineering job half done has a peculiar fascination, as proved by the number of people to be found at any time gazing up into the steel skeleton of an unfinished skyscraper or viewing the foundations of a bridge. In technical detail the pictures are absolutely true so that the most finical engineer might find nothing to criticize. Yet they are interpretative and idealistic rather than literal, and the combination of engineering corrections with artistic interpretation has been skilfully carried out. The advertisements have been popular with the men in the field organization because they express perhaps the more inspiring side of their daily work.

The advertising has brought many inquiries, which are followed up by branch managers. Yet inquiries have not been the purpose of the campaign. The aim has been to impress favorably upon the engineer, or the corporation head, who may one, two, five or ten years from now, have a new mill to put up, a dam to construct, a power plant to erect. It is advertising that inspires the confidence that is the basis of all selling work—institutional advertising, with specific copy, specific illustration, and a total absence of poetic philosophy—advertising that is convincing to the hard-headed business men for whom it is designed.

How "1900 Washer" Solved Its Problem

An Interesting Advertising Situation, Met In a Novel Way, Gave Distinctive Identity to a Product in a Highly Competitive Field

IN A RECENT interview with a representative of ADVERTISING & SELLING, H. L. Barker, General Manager of the 1900 Washer Company, of Binghamton, New York, stated that at the time when their large advertising campaign was planned, they faced a most interesting problem. This problem was whether to sell in their advertisements the idea of the washing machine or just the 1900 Cataract Washer.

This subject was discussed at great length, and it was finally determined to sell the 1900 Cataract Washer—that women all over the country were already sold on the washing machine idea, that they had been educated to believe that clothes could be washed just as well in a washer as by hand, and at a saving of time and effort.

But even after this important matter had been settled, there remained another problem — how to present the merits of the 1900 Washer so that they would be remembered in the face of the many other washing machines that were already beginning to be advertised. This the copy policy must determine.

EVOLUTION OF AN IDEA

Now, in the 1900 Washer the movement of the tub agitates the water back and forth through the clothes in a figure 8 motion, which sends the water through the clothes about four times oftener than in the ordinary washer. While other washing machines have attempted to approximate it, this figure 8 motion remains an exclusive feature of the Cataract Washer.

This, then, seemed to be the big idea to feature. And so a preliminary campaign was launched in all the leading national women's publications. The figure 8 was animated, given arms and legs, and made to do humorous and interesting "stunts." "It's All Plain Sailing" shows a waggish figure 8 sitting in a most ridiculous sailboat, with one arm clasped fondly about the waist of a very smug, happy housewife.

"Sing A Song On Washday" pictures a figure 8 striking an attitude, and holding a piece of sheet music, from which he is singing to the accompaniment of a diminutive piano presided over by the same pleased-looking housewife.

"The figure 8 Saves Time" shows a figure 8 in the act of stopping a masked burglar who is about to walk away with a large grandfather's clock.

THE MEDIUMS INCREASING

Not only have those refreshing advertisements appeared in the magazines—they have also been adapted to newspaper advertising, for the 1900 dealers have received the advertising enthusiastically. Booklets and mailing cards along the same lines have also been prepared.

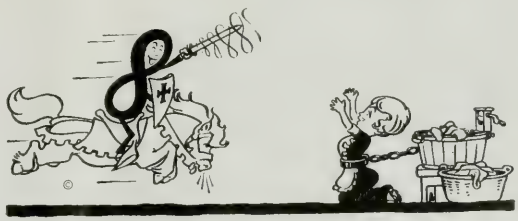
The result of the advertising is obvious. In spite of the many washing machines that have been advertised during the past year, the 1900 Cataract stands out from all, by virtue of the distinctive copy policy and its exclusive feature.

Now, therefore, that the 1900 Company is ready to lay advertising, plans for the next fiscal year, a very much larger appropriation has been set aside. Four-color pages are to be used in many instances.

When this was decided it then became necessary to determine future copy policy. The figure 8 advertisements undoubtedly did not offer the artistic possibilities for four-color advertisements that several other subjects would. But it was felt that it was not necessary to sacrifice the artistic possibilities for the figure 8.

For over a year the distinctive figure 8 advertisements had been ploughing the ground and sowing the seeds of demand for the 1900 Washer. The new advertisements therefore would be logical growth from this.

And so the main illustrations in the new campaign shows beautiful strikingly colored pictures by a well-known artist who specializes in "woman things." Each is artistic,



The Figure 8 to the rescue

How the Figure 8 is made to stand out in the "1900 washer" copy

pertinent to the subject of washing machines, and replete with real human interest. But always, lurking in some corner of each advertisement, and peeping out rougishly is a little figure 8.

Mr. Barker says that the wisdom of the 1900 Company's decision is evidenced by the fact that now their problem is no longer one of copy, nor of sales, but a production problem. Every energy is now being directed to the manufacturing of enough 1900 Cataract Washers to supply dealer and consumer demand.

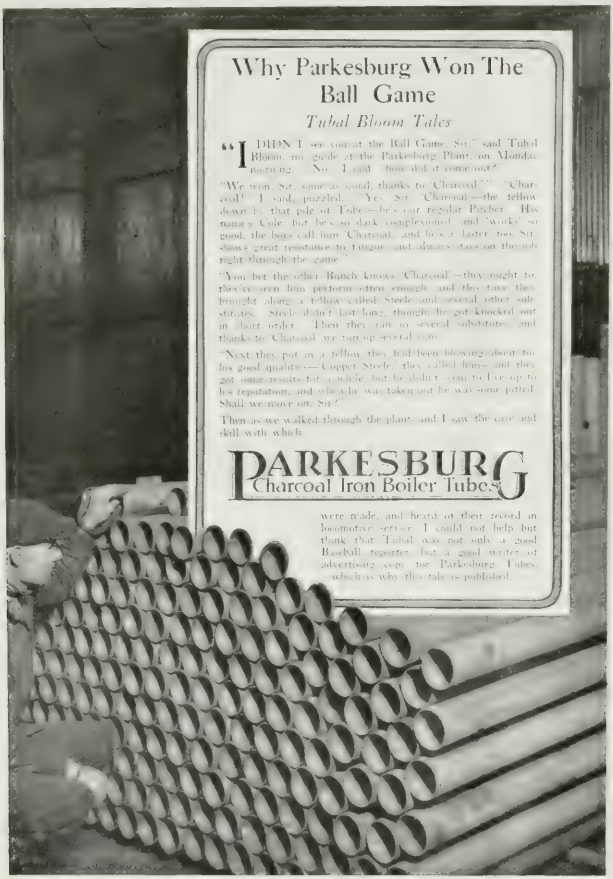
How "Tubal Bloom" Got Reader Interest

A "Book" With a Message That is Getting Over to Both Boiler Tube Users and Copy Writers for the Parkesburg Iron Company

PONDEROUS arguments and ponderable facts, such according to the rules are the methods to be used for an advertising campaign designed to interest railway executives in such a product as locomotive boiler tubes, for example.

Advertising of such a product to such an audience must satisfy and convince the practical men who read it, but—and right here is the rub—how many of them do read such copy? A large number no doubt, but does such copy assure a reading from as large a number of them as any slant which could be used?

The Parkesburg Iron Company officials did not think so, and hence cast about for another style, one which would eliminate the non-reader factor to the utmost degree, and cause their messages not only to be read, but to be looked for each issue, and here it was that "Tubal Bloom," skilled iron worker and genial philosopher, came in.



This very "human" copy is part of a book put out by the Parkesburg Iron Company

The fact is, however, Tubal did not come in, but was found busy at work in the Parkesburg Plant one day last Summer by a Simmons-Boardman Publishing Company service man who visited the Parkesburg officials to talk over their new publicity campaign.

The Parkesburg officials sat down with this Service Department man, and what is more, when he presented the germ of his idea for their advertising in the *Railway Age* and *Railway Mechanical Engineer*, they did not sit down on him. This point is important for had they done so, he would not have been invited to give the plant the "once over," and would thus have failed to secure Tubal Bloom whose "Walks and Talks" have just been issued as an attractive illustrated book of forty pages.

So you see, like Topsy, friend Tubal "just growed," for he is a real person and no mere creation of an advertising writer's brain, which, after all, no doubt explains why "Walks and Talks" not alone rings true, but has "rung the bell" by making a hit in the technical advertising of the year.

The thread of the entire story, or series of stories, rather, as each page is complete by itself, is spun around a visit to the plant during which Tubal, by graphic tales on subjects seemingly without reference to boiler tubes, brings out the big features of Parkesburg tubes and emphasizes their ultimate economy.

What possible connection is there between baseball, near beer, the "movies," Sir Joshua Reynolds, Caesar's wife, boiled lobster, roast beef, false teeth and indigestion, for instance, and locomotive tubes? It would take a Sherlock Holmes to answer that, you say. Wrong! It

took Tubal Bloom and by doing it, he has produced most interesting reading of real human interest, and mighty valuable publicity for the Parkesburg Iron Company.

Now a secret interests nearly everyone, so Tubal starts his book with "a talk on trade secrets" in which he explains that the only secret in the manufacture of charcoal iron boiler tubes is the heat, and then states that they regulate the heat by the same device Sir Joshua Reynolds used for mixing his paint —brains and skill.

Then follows a description of a recent boxing match in which a husky looking lad goes down and out in jig time, and when asked by his visitor what that has to do with boiler tubes, Tubal replies—"a tube may look good to you, just as that husky lad did to me, but to last and win out, it has got to stand punishment, and that is just what Parkesburg tubes do—stand extraordinary punishment."

Little Tommy Smith, the poor kid with a bad cough due to inherent weakness, who was always found quickly in the game of Hide and Seek, is used to illustrate how some steel tubes placed in a boiler without anyone knowing it gave themselves away in less than a year, due to the same cause—inherent weakness.

And so Tubal rambles on through the plant and with his tongue—Mother Jones' kid's pants, Mike, the Bartender, and other topics far afield are discussed by him, and each brings out a strong feature of Parkesburg tube in a way that brings them right home.

Nothing escapes Tubal, and nothing of interest concerning the boiler tube service and saving assured by tubes which answer to the name of Parkesburg escapes his visitors, attention.

Even the fact that baseball news is mighty popular and that the Parkesburg Nine is a crackerjack is utilized by Tubal, and that ball match tale so well illustrates his method of scoring hits for Parkesburg that we reproduce it here.

As an example of an effective method of driving home technical facts in a way that makes them enjoyable to the reader, and what is more makes the big points stick without sticking out—"Walks and Talks with Tubal Bloom" is worthy of careful study by advertising men.

For not alone is the method unique in a way, but the whole thing, text, illustrations and characters, rings true and carry a sales' message in a way that not only gets it over, but under the skin of the readers.

The final story of the book — "Good Bye, Sir, and Don't Forget Parkesburgs are a Good Buy" in which Tubal reviews the points of his talks and clinches the arguments which he has advanced for the use of the Parkesburg tube, is mighty apt to make the reader agree with Tubal's guest who remarks at the end of the book—"Now I've never seen Tubal Bloom again but I've also never seen a man purchase boiler tubes of other than Charcoal Iron, but I've thought of the record established by the Parkesburg tubes, and wondered why he did not participate in the marked economy their use assures."

And if making readers agree with the arguments advanced, and ponder over the facts given is good publicity, then in this book of his, Tubal Bloom has proved himself as good a copywriter as he is iron worker.

Specializes in Oil Advertising

Eugene D. McMahon is now conducting the McMahon Advertising Agency in Fort Worth, Texas, specializing in oil advertising and promotion.

If All of Our Internal Advertising Took Effect



It would make a difference in the lives of some of us, Artist Stanley, of Advertising & Selling staff, believes

Reducing Scientific Principles to Plain Sales Talk

How the General Gas Light Company Made a Technical Proposition Appear Very Easy To Grasp and What Resulted

By H. M. WADDELL

Advertising Manager, General Gas Light Company, New York

THE task of explaining clearly, simply and forcefully by picture and by word alone, in terms that can readily be grasped by the average layman, the different physical forms of heat, and why radiant heat is by far the most preferable, is in itself a problem of no small proportions. In addition to this the campaign on "Radiantfire" is of particular interest because of the inherent difficulties in the sales problem that had to be overcome.

On the one hand, as an example, the inertia of gas companies and their indifference to any new appliance, particularly to one of quality selling at a higher price; and the almost total ignorance of the principles of radiant heat on the part of gas company salesmen, had to be overcome. On the other hand, the general public had to be educated to distinguish between radiant heat and other forms of heat; to know why it was the most desirable and to prefer it. Furthermore both objects had to be obtained through the medium of the retailers—the gas companies.

THE MANUFACTURER'S PROBLEM

The gas appliance business, the bulk of which heretofore has been done by retail establishments, was a game of price-cutting in which efficiency and quality were almost unthought of as selling arguments. The design of appliances has been along the line of meeting a price. Practically no effort was apparent to educate the public to an appreciation of a type or model of higher grade or price level than that offered by the market. Gas companies were forced into the appliance business by the necessity of self-preservation. Independent dealers do not always sell appliances, the construction of which meets with the standards established by those in the gas industry who know what is safe, what will give the most satisfactory service and avoid the least complaint.

A problem of serious import and the solution thereof is the maintenance of alert and efficient sales forces and the influence of continuous and thoughtful advertising.

Gas companies sell appliances as a means toward the end—that of increasing the consumption of gas on their mains; for cooking, heating and industrial purposes. When the gas company sells an appliance its business relationship with the customer has only begun. Instead of having sold the customer an appliance, it has merely completed a sort of preliminary transaction which will enable the company to serve the customer.

Unfortunately the gas consuming public is still not as familiar as gas men would wish it to be with the merits of the good gas appliances and the demerits of poor ones. Nor does the public know where the function of good gas ceases and where the shortcomings of poor appliances begin. Complaints of poor service are not made to the dealer who sells the appliance, but laid at the door of the gas company, giving as the cause the inefficiency of gas as a fuel.

The foregoing expresses adequately the reasons which necessitate the maintenance of retail departments by gas companies.

EDUCATING THE HOUSEHOLDER

The gas companies are going through the same process of educating the householder to the use of gas for heating the home as they did twenty or twenty-five years ago when they first introduced gas ranges for cooking purposes. At that time gas companies had to start a campaign of education among the people on the advantages of gas as a cooking fuel, and show them the ever-ready, instantaneous stove they need not light till ready, turn it low when too hot, and out when they are through with it, with the result that the public became so educated in the use of gas for cooking that it is the cheapest fuel on the market today.

I believe the same condition is going to come about in the heating business. In our advertising campaign on the Humphrey Radiantfire we have continually reminded the gas company that inasmuch as water heaters and gas ranges have become a matter of almost a necessity, the time will come when a gas heater directing radiant heat rays out into the room like sunshine will be as well known and recognized by consumers as a matter of household necessity as the gas range.

The modern gas fire is a triumph of science and is a striking evidence of what can be accomplished by patient research and the spirit that ever strives for better things.

It is, however, just as unfair to expect the ordinary customer to know all about a gas heater or, in fact, any gas appliance, as it would be to expect him to know just what automobile would best suit his needs without attempting to acquaint himself with details regarding automobiles in general. Consumers will have to be educated to prefer gas for heating as they had to be educated to prefer gas for cooking.

OVERCOMING THE PREJUDICE AGAINST GAS

We feel that in the past, gas, as a method of heating rooms, got very much of a black eye in the minds of the public for the reason that gas heaters of the past were inefficient and in the great majority of cases they gave off a very bad odor, and for lack of a better reason people explained their discomfort by saying the gas had burned out the oxygen in the room. Gas heaters were used only by the public when they were almost literally forced to do so for want of other means of equipment.

The prejudice against gas heating induced by the failure of the old equipment to give satisfaction has far overbalanced the advantages of convenient connection on the part of the hopeful few, willing to try again in their quest for clean, convenient and effective gas heat.

Feeling so thoroughly convinced that the problem in the gasman's way is more one of undoing the past than in proving the excellence of the present offerings, it is worth while to study briefly what has been wrong.

Numerous stories which have appeared in technical and nontechnical publications bearing the fact that gas is a highly dangerous element, especially in room heating, have been a serious drawback to the sale of gas heaters in competition with other well-known methods of heating the home.

The reader who has been "gassed"

Newspaper Circulation

is most valuable to the advertiser when concentrated within the shopping zone immediately around the place of publication.

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That is why local retail advertising goes to the evening newspapers, which have a much higher percentage of efficiency than the morning or Sunday newspapers, which go further afield

98 Sunday newspapers published in the 42 principal cities of the United States, with 11,783,138 circulation per issue, which is 74 per cent. of all the Sunday circulation in the United States, sell over 40 per cent. in territory beyond 50 miles of the place of publication. — 40% outside 50 miles

68 morning newspapers published in the same cities with 6,457,506 circulation per issue, which is 65 per cent. of the total morning circulation of the United States, sell over 31 per cent. in territory beyond 50 miles of publication. — 31% outside 50 miles

108 evening newspapers published in the same cities with 9,652,514 circulation per issue, which is 56 per cent. of the total evening circulation of the United States, sell only 19 per cent. in territory beyond 50 miles of place of publication. — 19% outside 50 miles

This is why practically every worth-while evening newspaper in New York carries more local retail advertising than all the six-day morning newspapers combined

National advertisers seeking maximum results for their advertising dollars are following the sign-posts established by those who advertise to-day for sales to-morrow in the evening newspapers

Member A. B. C.

The New York Globe

170,000 A day.

JASON ROGERS, Publisher

will simply say "never again"; the one who hasn't will probably be told by one who has. The press and public are almost one in holding gas under suspicion.

Even now, gas men are apt to think that no new form of house heating can be introduced because the central coal, coke-fired, steam or hot water plant has been the standard equipment for so many years.

Householders are also a little slow in realizing the possibilities of other fuels.

GAS ADVERTISING HAS NOT BEEN EFFECTIVE

A review of some of the gas appliance advertising in the past few years shows that not enough scientific facts have been lucidly presented to the public to overcome these obstacles.

Gas salesmen of insufficient calibre have been employed and who have lost many a sale of gas heaters because they do not know the different forms of gas heating well enough to put up a stiff argument in favor of gas heat and back it up by the claims of eminent scientists that gas can be made the most healthful form of heat if given off by a scientifically constructed heater.

It is not the purpose of this article to deal with the technicalities of heating appliances or the merits of gas as a heating agent, but to show what the manufacturers of "Radiantfire" had to contend with in promoting an entirely new principle in heating by gas; a heater that throws out radiant rays of heat, separating the heat and the products of combustion, and which does not affect the air, keeping it fresh for breathing purposes. The story of radiant heat is doing much to dispel the illusion that gas is an unhealthy heat.

There is still some mystery about radiant heat that even great students and writers on the subject do not seem to fully understand, much less commercial gas salesmen in the appliance room. The advertising of "Radiantfire" up to about a year ago was more or less of a general nature and we came to the conclusion we would have to put it on more of an educational line.

In calling upon gas companies we were surprised to learn how little, if anything, gas managers and salesmen knew about radiant heat. Three out of every hundred gas men or commercial gas men (much less salesmen and women) understood fully the principles of radiant heat.

It was finally agreed to start an educational campaign in the technical gas journals, exploiting the principles of radiant heat and to supplement this advertising by public lectures and demonstrations before large bodies of gas men wherever we could get them together.

THE BUILDING SITUATION

The building situation after the war involving the high cost of material and labor presented an unusual opportunity for gas companies to show the builders, land development companies and architects how they could give the prospective house owner the much-desired fireplace comfort without the expense of building brick chimneys, ash pits and heavy foundations, by installing a small metal ventilating flue to carry off the products of combustion, thus creating perfect ventilation in the rooms.

Gas companies took advantage of this idea and did some personal sales work as well as local newspaper advertising to get the builders interested. A workable plan was devised which proved productive and installed thousands of gas-heating systems in new homes which business would have gone to some other form of heating apparatus. Gas companies were supplied with window hangers, street car and newspaper copy and other matter to inform the public of this innovation.

This advertising to the gas companies was coupled up with advertising in the leading building papers, showing the builder the proper method of installing the ventilating flue in the studding of the building as well as estimates on parts, and comparisons with the cost of building brick chimneys, etc.

By means of this advertising campaign which has been running throughout the year, the General Gas Light Company has not only made the name of its new heater, "Radiantfire," known wherever gas is sold for heating; but it has been the means of prompting gas appliance salesmen to use scientific arguments in selling a high priced, high quality heating device.

Salesmanship Is Coming Back

Salesmanship in many lines of industry has become a lost art because of the abnormal conditions of recent years, says *Forbes Magazine*. One result is that the place of the salesman and the sales manager in the structure of an organization has been lowered. Directors, presidents and leading vice presidents have been concerned almost wholly with problems of production, not distribution or consumption. The sales manager has too often come to be looked upon as a somewha ornamental part of the machine. Th production men have towered up as th giants of the organization. The voice c the sales manager has commanded litt respect or attention. Sales manager salesmen, salesmanship consequently hav suffered. Their status has gone down.

We are facing changed condition Sales managers and salesmen are to hav opportunity to come into their own agai Their services are to be needed. The counsel will be sought. Their voices wi be listened to. A new period is openin Directors and chief executives are to lear that production is not the be-all and en all of all industry. They are to learn wha many of them have tended to forge namely, that production without adequa distribution is of no avail. Production c itself fills no pay envelopes. Wage mone comes from sales.

Kansas Active for 1921 Advertising Convention

Charles "Santa" Claus, secretary of th Advertising Club of Hutchinson, Kans has made the interesting announcemer that the Hutchinson Club is making v gorous efforts to send an entire specia car from that hustling city to the Atlant convention of the A. A. C. of W. nex June. The Kansas delegation at India napolis consisted of Hutchinson, 7; W chita, 6; Topeka, 2, and Emporia, 1. Th Hutchinson delegation was the larges from that city. The Hutchinson Adver tising Club has 142 paid-up members.

New Activities for Chicago Advertising Council

The Advertising Council of the Chicag Association of Commerce has added tw departments to its organization, one de voted to moving picture advertising an the other to foreign trade.

The following compose the moving pic ture committee: A. L. Erickson (chair man); Armour & Company, T. T. Max ey (vice-chairman); C. B. & Q. Railroad Gridley Adams, Floyd-Short & Partners Frank M. Hallenbeck, Acton Film Co. Edward S. La Bart, Wilson & Co.; Wal terson R. Rothacker, Rothacker Film Mfg Co., and G. R. Schaeffer, Marshall Fiel & Co. (wholesale).

The foreign trade committee is as fol lows: William G. Wendt (chairman) Critchfield & Company, F. J. Soto (vice chairman); Soto Service; Frank Howar Tate; Francis E. St. Austell, Continenta & Commercial National Bank, and Her man Sonneborn, Class Journal Company

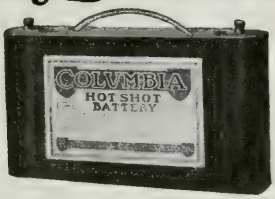
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The "Farm Journal" Editor to Mak Extensive Trip

Charles F. Jenkins, editor of the *Farm Journal*, expects to sail from New Yor on July 10, for an extensive trip throug France, Belgium, and Great Britain. Mr Jenkins will first visit France to see som of the work which the American Friend Service Committee has accomplished, hav ing been treasurer of the committee whic has expended nearly $6,000,000 on recon struction. Besides visiting the devastate areas, Mr. Jenkins also plans to visit th principal agricultural and cattle raisin areas of the countries, and also to at tend some of the fairs devoted to thes interests.

Collier's
THE NATIONAL WEEKLY
5¢ a copy

Columbia
Dry and Storage Batteries



Columbia Batteries and Collier's

The National Carbon Company, Inc., has chosen Collier's to head the list for the national advertising on Columbia Batteries.

Watch Collier's

Advertising a Big Factor in 1920 Politics

A Goodly Share of the $100,000,000 for Campaigning Will Go Toward "Selling" the Merits of Candidates

THE DIRECT outlay on the promotion of political campaigns during this quadrennial election year may be $100,000,000. The estimate is a moderate one. It does not include indirect costs, the effect on general business, time given by persons not on the payrolls, the expenditures made by newspapers and magazines in reporting the events of the campaigns.

Here are somewhat detailed estimates, and very conservative ones given by "Pym," writing in *The Nation's Business*, on how at least $50,000,000 will be spent:

Postage	$5,000,000
Telegraph and telephone service	2,500,000
Advertising	15,000,000
Publicity (not advertising)	2,000,000
Brass bands	500,000
Halls and theaters	2,000,000
Clerical help	5,000,000
Buttons and badges	2,000,000
Conventions and rallies	4,000,000
Printing	10,000,000
"Workers" and speakers	2,000,000

The operation of the election machinery, registering voters and collecting and counting the ballots will entail a direct cost to taxpayers of between $25,000,000 and $50,000,000.

PRICES ARE GOING UP

And as to the summarization of expenditures by candidates and the friends of candidates, it may be tested by the outlays incident to the national conventions of the two big parties. If we include, the personal expenses of delegates and visitors to the conventions the outlay on those two events alone will not be less than $20,000,000. A New York newspaper estimated that for the Republican National convention of 1916 at $7,500,000, and prices have been swelling ever since.

It will be a rare voter who doesn't receive from three to twenty letters from candidates and campaign committees. The postage alone on a single sealed letter sent to every registered voter in the country entails a cost of nearly $500,000. Other expenses would run the gross cost of preparing and mailing the letters up to about $5,000,000. And reaching the voter by letter—a method much elaborated in recent years—is only one of a half dozen legitimate ways of bolstering a political campaign. A side-light on increasing cost of politics is shown by the political letter. The unsealed, penny-stamp communication no longer gets results. Neither does a multigraphed form letter strike home very forcibly. Nowadays efficient campaign managers send out real letters that are actually typed, either by hand or machinery, and carefully inscribed with the names and addresses of recipients. They find that the added expense is worth while.

And there must be printing, mountains of it, and paid advertising, at a cost of $100 to $1,500 a page in newspapers, and posters, and all the other costly addenda of opinion making.

ADVERTISING THE BEST AID

Money is an inescapable item of consideration in 75 per cent of proposed adventures into campaigning politics. What will the campaign cost? How can the money be procured? Those questions confront nearly every candidate and every political committee, regardless of the belief held by many students of politics that 90 per cent or more, of all money spent on campaigns is utterly wasted in so far as affirmative results are concerned.

The politician is finding the postage stamp and the paid advertisement more efficacious than the bribe. This probably is because of the growing intelligence of voters; but is due chiefly in all likelihood to the honestly independent element of voters becoming more important than the dishonest floating element.

How Candidates Differ on "Selling" Methods

THE impending political campaigns present themselves as cold, cold selling propositions. Senator Harding has announced his intention of supervising his campaign from the home office. Governor Cox intends to "travel his line" and add personal salesmanship to the forces that would put him over. Neither will be able to inject a real emotional element — heart appeal — into the competition.

Senator Harding says the contest isn't going to be between personalities; for his part he is going to appeal to party interest — which means that he is going to rest his case on good will advertising.

Governor Cox admits that he is going to talk a little more about the specific product that the Democratic Party has to offer — which is himself — and emphasize its suitability. The Democratic Party decided not to emphasize good will when its convention sheered away from Wilsonism.

The concensus of advertising opinion is that the platform makers of both parties passed up a good many strong selling points when they decided to take middle courses on "league, liquor and labor," and other issues before the country. Advertising men will wonder whether it was wise to take for slogans only "Cox and Roosevelt" and "Harding and Coolidge" when it might have been "Cox and the League" and "Harding and Americanism."

Presidential Candidates Confronted by a Great Selling Proposition

An Argument for a Comprehensive National Advertising Campaign

By GEORGE FRENCH

THE TWO major party 1920 candidates for President are newspapermen. Both know what Advertising can do. They know what it has done for them. Doubtless both of them have very decided convictions about what Advertising is able to do for any business. Both of them know that they must sell themselves to the people of the United States. They know that nothing in the line of merchandise, policy or good will can be sold without expert advertising.

It will be interesting to note what Messrs. Harding and Cox are going to do in the way of advertising their way into the White House.

The people of the country have not made up their minds about the presidency. They have got to be shown. The platforms will not convince anybody who is now unconvinced. Neither of the candidates will draw heavily from the opposite party. Something must be done to win people to one of the candidates.

The usual methods will not suffice. Speeches, whether from the porch or the observation car, are not going to suffice. People have formed the habit of discounting speeches. The ordinary brand of campaign literature cannot this year be relied upon. The public has become too sophisticated; has read too much war literature; is sick and tired of propaganda of the usual sort.

There is a straight road for one of the candidates into the White House, the one who exhibits the courage of his convictions and makes the right kind of an Advertising appeal to the people, through recognized Advertising mediums, by proved Advertising methods.

A good Advertisement in a sound medium is more effective than the best editorial its editor can write. Such an Advertisement will bring action; the editorial will get approval, but may bring no action.

A good Advertisement will induce more action than the best political speech the most accomplished orator can deliver, though less applause will greet its appearance.

Only a good article can be sold by Advertising. People have faith in Advertising because they know that frauds never succeed by Advertising. Advertising asks for definite action, and gets it. Speeches, editorials, campaign literature, ask for consideration and deliberation.

This campaign is going to be a very big sales campaign—the largest such campaign since the great European war was sold to the people of the United States, through Advertising methods. Unless one of the candidates finds some means of winning a considerable number of voters there will be a stalemate, and whoever wins the presidency will do so because his opponent had not the courage and wit to go to the people effectively.

The people of the country are in a maze of doubt. They fear they have been hoodwinked, they are hostile to the politicians. They need to be shown the great issues at stake.

The party that has the rights of the situation, and makes its appeal to the voters through expert Advertising methods, is going to win. We do not say which party has the rights of the situation. In common with the great majority of the people, we are awiting to be shown. The speeches of acceptance will not convince anybody; nor the campaign speeches that may follow.

Cold, hard, exact, sincere statements, made in well written and well displayed Advertisements, will convince people, and will move them to definite action along the lines of the Advertising appeal. Nothing in business is more certain than this statement. It has been proved a thousand times, ten thousand times. Business men have ceased to question it. They rely upon its truth for their business success, and the success comes to them.

This is an argument for sanity in the campaign, and for careful consideration by the astute and forceful men who are going to manage it.

Give the people the facts, and ask them to act as the facts suggest—ask them through Advertising.

They will respond. That can be implicitly depended upon.

The Attention Values of Color in Advertising

Contrast Is the Life of Every Activity and Influence; Some of the Psychological Facts of the Employment of Colors Outlined

By M. LUCKIESH

THERE ARE many sources of information pertaining to the impressiveness and expressiveness of color. Many of the data garnered from these sources have been presented elsewhere,* but some of these will be touched upon briefly here with the hope that those interested in color in advertising will form the habit of accumulating information themselves from such fields by observation and study.

Nature has influenced mankind and the colors of nature have become associated with various ideas and moods and have assumed certain attributes and symbolisms.

Green or growing vegetation has become symbolic of life and by extension is related to memory, responsible for the association with "evergreen" of the idea of memory kept alive. The browns of autumn are somber and saddening because they attend the decay of summer, the life of the year, and they prophecy its approaching death. Green is thus the symbol of youth and vigor. Contemplation of the severe months of winter and the dreary waiting for another spring perhaps adds to the saddening effect of autumn. In a similar manner, the various colors conspicuous in the different seasons have assumed certain appropriate attributes.

The blue sky is emblematic of serenity. Mythology made the sky the abode of the divine spirits and naturally the color of the heavens acquired the attribute of divine intelligence. The gray leaden sky is depressing. The sunsets — those glorious benedictions — with their variety of tints but characteristic dominating colors have contributed to the language of color.

COLORS AND FANCY

From such sources as these, many attributes of color became woven into the more or less vague imaginings of mythology. In the early childhood of the human race, fancy was rampant. The world was peopled with supernatural beings, inanimate objects were endowed with human powers, and impossible places were the abodes of the Gods. Colors received their share of attention and many fanciful attributes were originated. Thus glimpses are revealed of the impressions which colors made upon the intellects of the early peoples. The crystallization of these impressions into the permanent and recognized usage of the present time may be witnessed on every hand.

Doubtless, the attributes which the colors were supposed to possess were very real to many but even though they were originally bestowed through mere fancy, they have acquired by continued association and common consent some degree of signification similar to words. The attributes which colors acquired in mythology have persisted in modern literature and the fine sensibilities of the poets have added more.

Ecclesiasts in bygone centuries ruled with an iron hand. They dictated the colors to be used in their religious ceremonies and settings and chose the colors for biblical paintings. Thus there arose a further standardization in the use of colors. White became the color of virginity, chastity, and innocence. Dingy yellow as the garb of Judas comes to signify inconstancy and deceit. In various monastic orders the somber colors, usually black, brown, gray, and combinations of black and white are significant. Various colors acquired certain attributes and associations by continued usage.

The theatre began with a considerable heritage of standardized symbolism or expressiveness of color. In the centuries when the theatre was devoted to art it utilized this language of color to the extent possible by the means at hand. In modern times when commercialism has sacrificed art on the stage, the development of the effectiveness of the deeper characteristics of color has been sacrificed. The use of color on the stage is pregnant with possibilities, but in few cases are the color effects in the hands of persons possessing the necessary knowledge and sensibility from the dawn of the human race to extract from color some of its latent power. Only occasionally when a group of artists bend their efforts toward the utilization of every expressive and impressive medium does color get its deserving opportunity.

Throughout the run of centuries colors have thus accumulated attributes which form the rudiments of a language of color. These symbolisms have their value in the use of color in advertising. It is beyond the scope of the present article to touch upon these various fields of information at length. They may suggest to the advertising specialist the extent of the importance of color and how generally color has become woven into the thoughts and activities of mankind.

SYMBOLISM OF COLOR

The symbolism of color is extensive and cannot be discussed adequately without many qualifying and explanatory statements; however, with the understanding that these are lacking, a few of the attributes and symbolisms which colors have acquired will be represented for the principal colors.

RED. In pure state—tragedy, anger, fire, hatred, passion, war, cruelty, power, destruction, danger, courage, blood. Tints may symbolize health, love, etc.

YELLOW. Brighter colors — gaudy, gay, lustrous, enlivening, light, warmth. Gold with its additional qualities of brilliancy and metallic luster—glory, power, wealth, richness. Modifications of pure yellow—distrust, deceit, indency, morbidness, decay, cowardice, jealousy, inconstancy, sickness, disease.

GREEN. Life, vigor, memory, immortality, youth, inexperience, faith.

BLUE. Quality of coldness and its proximity to black—dignity, soothing, melancholy, subduing, cold, sedateness. Through association with sky or heaven—hope, constancy, fidelity, serenity, generosity, intelligence, truth.

PURPLE. Royal, stately, pompous, sedate, dignified, rich.

WHITE. Light, purity, chasity, innocence, peace, modesty.

BLACK. Opposed to white — woe, gloom, darkness, dread, death, mourning, wickedness, crime, terror, horror, severity.

GRAY. Humility, penance, piety,

* The Language of Color, by M. Luckiesh.



The Big House in the Field

"THE HOUSE OF TRANSPORTATION" is the big house in the railway field—that field which now holds such certain promise of a fruitful harvest of orders.

As you must know, the railways today are in need of a vast supply of innumerable things. Also you must realize that signs indicate that the "Six Billion Dollar Customer" is getting busy and that big orders are in prospect immediately. But do you know the service which the Big House in the Field is rendering?

The Simmons-Boardman Publishing Company—known to railway officials everywhere as the Big House in the Railway Field—publishes five railway papers—five papers with a combined circulation of 40,000 copies. Five papers, each devoted to the needs of certain departments—RAILWAY AGE, RAILWAY MECHANICAL ENGINEER, RAILWAY ELECTRICAL ENGINEER, RAILWAY SIGNAL ENGINEER, RAILWAY MAINTENANCE ENGINEER. It is this *Railway Service Unit* which affords those who seek their share of the big sales' harvest the *one way to reach railway officials.*

Remember this Service Unit was built to serve railway officials, and that *they know it;* for in that lies the fact that your sales' message in one, or in a combination of these papers will be delivered safely.

Remember this and call on "The House of Transportation" — "The Big House in the Field" for help in gathering your share of the great harvest of orders from "the biggest single organized industry in the world—The Railways."

All five members of the Railway Service Unit are members of the Audit Bureau of Circulations and Associated Business Papers

SIMMONS--BOARDMAN PUBLISHING CO.

WOOLWORTH BUILDING, NEW YORK

CHICAGO CLEVELAND CINCINNATI WASHINGTON LONDON

Publishers also of The Marine Engineer, The Boiler Maker, Locomotive Cyclopedia, Car Builders' Cyclopedia, Shipbuilding Cyclopedia, Material Handling Cyclopedia, Maintenance of Way Cyclopedia.

maturity, sobriety, fear, death.

BLACK and WHITE. Humility, melancholy, resolution, solemnity, secrecy, prudence.

There are many opportunities in selecting a color or a combination of colors for a package, for a trade-mark, for a color to be associated always with an advertisement, to utilize the symbolic meanings. These cases and many others afford opportunities for utilizing also a broad knowledge of the expressiveness and impressiveness of color. Ofttimes the company contemplating the adoption of a symbol, a trade-mark, a package, etc., would be justified in spending hundreds and even thousands of dollars in obtaining expert criticisms and suggestions. An example may emphasize this point.

WHERE ADVERTISERS LOSE OUT

Three very large companies selling a product whose gross sales approach fifty million dollars a year are affiliated in a certain manner so that they co-operate in developments, in advertising campaigns, and agree upon certain generalities of commercialization. The product is sold in a certain standard package which is mechanically alike in the three cases. The exteriors of the three packages, however, differ as to color, and advertising material, and of course, the name of the company.

One package contains a clever slogan and picture, and the value of which disappears when viewed at long range. The dominating color is very dark and is scarcely observed as a color.

The second package contains printed matter in large type but of very unesthetic and "short-range" colors which are really rather disagreeable shades.

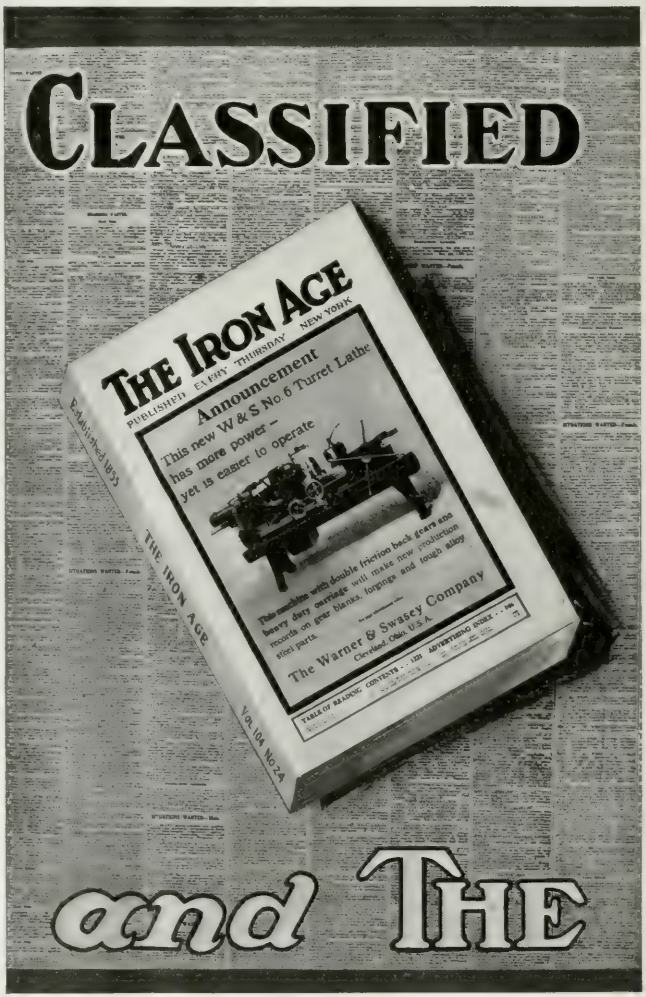
The third package contains printed matter in large type but is distinct in a single color with letters in white.

The three packages display on their covers conventionalized representations of their product. The third package lives as far as it can be seen by virtue of its single color and this color is one of the most pleasing. It is sufficiently pure to be striking but is still bright by virtue of its being a deep tint. Here purity was somewhat sacrificed in order to obtain brightness, a requisite for "carrying power."

When these three packages are viewed at a distance the first two are inconspicuous and lacking in anything which distinguishes them from many other ordinary bundles. The third, however, will be recognized at distances several times further than the first two. The third is also lacking in garishness with the result that shelves neatly filled with its kind are exceedingly attractive. This is not true of the other two.

Hundreds of thousands—perhaps millions—of dollars have been spent in advertising these packages but the first two have been handicapped from the beginning by the lack of judgment in the selection of the coloring and general make-up of the copy on it. These packages have been competing for many years and it would not be very difficult to make a rough estimate of the cost of the handicaps of the first two. Is it not possible that $100,000 would be spent gladly if the years could be turned backward for a moment while the handicaps of the first two packages could be removed? Will the time ever come when a most thorough consideration will be given to such an important matter at the momentous occasion of its birth?

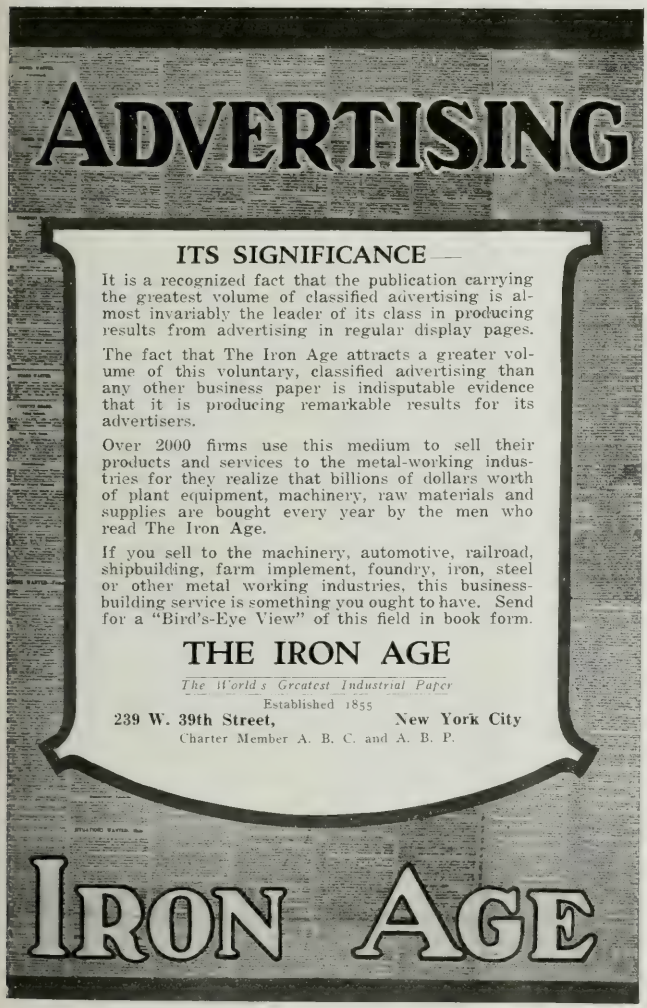
Esthetics and harmony of color are important factors in advertising copy. The problems involved may be solved by the art departments but it should be borne in mind that the final make-up will be the result of a compromise of many factors as is true in most applications of knowledge. In many cases art must be subordinated to attention-value; that is, to vividness and novelty. The artist even must learn not to shud-



der at incongruity. There are some cases where art is of primary importance in the appeal of an advertisement. Evanescent copy can be more daring; it may even be garish if attention may be obtained best by this means. But copy that is to live for years, such as packages, trade-marks, slogans, cleverly suggestive pictures, must be of colors and technique which wear well.

Red may be the most striking color but it does not wear as well as some other colors, for example, blue. A dominating color of an ad which, for example, is to mark the doorways which lead to counters where the product may be obtained must continue to be appealing and be best suited for its environment. There are cases where the appropriateness of red may outweigh all other considerations. As a color for a fire extinguisher advertisement it would usually be just right and the very best.

Red signs make a street hideous and when seen against red brick buildings are not as effective as a contrasting color. If the same ad or slogan is to be transferred to calenders, red will not generally be acceptable as a color to hang against the wall. How many calendars reaching well-appointed offices and stores are relegated to the waste-basket or to the shipping-room because its color jarred? And again, how many beautiful calenders of competing products are allowed to live because their beauty protects them from premature cremation? In such cases art pays as well as on the cover pages of the best magazines.



THE TOOLS

The physical tools are hues, tints and shades of colors. More than one hundred different spectral hues are distinguishable. Purple does not exist in the spectrum but it is just as much of a primary hue from the viewpoint of distinctiveness as the spectral hues. Therefore, adding the various "pure" purples, from violet-purple to red-purple, to the spectral hues, it is safe to consider that 150 primary hues are available. These may be modified by the addition of white to form a vast number of tints. They may be mixed with various amounts of black to form a vast number of shades. The tints may also be modified by the admixture of black. The final number of colors available then totals several hundred thousand. These are the physical tools of the advertising specialist which may be used. Of course, the range of gradations of hues, tints, and shades is limited by the refinement of the processes of color-printing.

The psychological effects of these colors and their combinations are manifold. The expressiveness and impressiveness of colors are realities. The sources of information pertaining to the effects of colors upon mankind are numerous. The available information pertaining to the psychology of color is already voluminous and a broad knowledge in this direction will aid the advertising specialist in utilizing some of the potential powers of color in attracting and in holding the attention of consumers. Much remains to be done before the application of color in advertising is reduced to simple rules but a broad knowledge of the intricacies of color will always be helpful.

The writer has not entertained the hope that he could present simplified rules for the guidance of the advertising specialist. Data have been presented which are authentic and reliable and which bear upon the subject. Certain interpretations have been presented in so far as it has appeared safe to do so. As much as possible has been compressed into this series but the subject is of a character which, in the present state of knowledge, would require a volume for a well qualified discussion. It is felt that some definite facts have been presented and that the remainder of the ma-

terial is suggestive. If the foregoing discussions have expanded the advertising specialist's view of the importance and possibilities of color in advertising the chief aim has been realized. This phase of color may appear at first like a hopelessly tangled skein. But the beginning has been found and the unravelling is well under way. Systematic study and experiment will eventually bring order out of chaos.

The Silent Salesman and His Boss

Get the Right Kind and Give It the Right Job to Do, for Results, Says this Exponent of Advertising by Specialties

By LEWELLYN PRATT*

ADVERTISING Specialties have rightly been called the personal appeal silent salesmen for the service they advertise. If we keep this definition clearly in mind we can more easily see why some specialties sell goods and others do not. When they do not it is not always the fault of the silent salesmen.

What are some of the factors which must obtain if a flesh and blood salesman is to be successful? Here are four of them:

He must have goods of merit and know who should use them.

His boss must have enthusiastic confidence in him. With all that that means.

His boss must be liberal regarding expense accounts if the salesman is to get results. He must let the salesman ride on excess fare trains and use the long distance telephone if that is the cheapest way to big sales.

His firm must be well and favorably known to the trade through educational advertising, in other words, the salesman should close orders and must not be expected to spend too much of his time telling why his firm is in business and in introducing the firm and the goods to people who have never heard of either before. In other words, the salesman who gets the best results works for the house that is already fairly well and favorably known.

There may be some salesmen in the flesh who can sell goods economically without these success elements, but they are the exceptional geniuses, salesmen Heaven-sent and not halter-broke or self-made.

Having goods of merit, the flesh and blood salesman soon finds that another 40 per cent of his problem is solved when he can really find the people who can profit most by using the particular goods he has to offer. When he has discovered who these people are he has brought the mind of the man who has the goods and the man who needs them together and has proved himself a diplomat of barter and trade and a real benefactor.

FOR CAREFULLY PICKED PROSPECTS

When a manufacturer or a jobber or a retailer employs the specialty or silent salesman he can not expect the silent salesman to perform this service in any great degree. The silent salesman calls only upon such prospects as are picked out and listed for him by his boss, the advertiser.

Desperate indeed would be the plight of some flesh and blood salesmen if they had to call only upon the prospects their boss picked out for them to sell. Some bosses are salesmen as well as executives and know who ought to buy their goods, and some bosses know what kind of an audience to summon to listen to the silent salesmen and the silent salesmen produce, some ten-fold, some an hundred-fold and some a thousand-fold.

But, bosses there be who are so careless in picking the audience that the message of the silent salesman falls in stony places and upon deaf ears. In which case the silent salesman would as well be cast into outer-darkness and despite the loud outcries of the specialty manufacturer and the specialty salesman, it often is. Verily it would be better to admit this and lay the blame where it should rest upon the shoulders of the near-sighted advertiser and the over sanguine specialty salesman.

Have you ever seen a manufacturer, or jobber, or retailer make a practice of investing his good money in a flesh and blood salesman because his competitor has hired a salesman of the same size, weight and chest measure without ever asking if this particular salesman has the right character and punch to get names on the dotted line? Do you often hear of a steel mill hiring a flesh and blood salesman because the boss likes the color of his eyes or the fact that he can play rag-time on the piano? "Oh, yes," you say, "there's that cute story about Charlie Schwab and Carnegie." Yes, but isn't it a fact that where you hear of a man who is hired on the whim or mood or hobby of the boss, there follows in due time wild tearing of hair and gnashing of teeth.

How is it in the hiring of silent salesmen? Does the banker ever pick out a cow calendar to send to an over-worked dairy farmer, not because he has found out, that the farmer wants it, but because the banker with his long financial training has always had a notion that he could even milk a cow and would like to try it?

SALESMEN'S QUALIFICATIONS

The wise employer of flesh and blood salesmen picks a man because of his tried fitness and ability to reach certain kinds of people and he uses many kinds of salesmen to fit many kinds of people, or he employs a salesman because he can bring along with him a host of old friends and customers. The wise employer is not over keen about hiring the new and untried kind of salesman. He doesn't ask the employment agency to show him something new and novel in the way of a salesman every time he goes out to hire one.

When he is in doubt about what the salesman can do he doesn't sign a contract with him at a big salary, but he tries out the salesman in one or several fields and under all kinds of conditions.

In any case when the employer believes he has a real flesh and blood salesman he usually has something definite with which to back his judgment and so he has a confidence in the salesman he has hired and is impatient when somebody tries to shame or destroy it. He is ready to back his salesman to the limit.

How is it when the average advertiser hires the average silent salesmen? I pause for an answer.

When the flesh and blood salesman has had his sales record searched like a land title and his princely salary determined, does the boss call him in and say to him: "We are paying you an awful salary—I hope old man, you won't spend a cent more of our money than you can help in getting around the country and into the door of our customers travel in day coaches, they are cheaper than Pullmans, don't waste money on long distance telephone

* Portion of an address delivered at the A. A. C. of W. Convention at Indianapolis.

The First—the Best—the Most Popular Rotogravure in Michigan—The Detroit Sunday News

Every advertiser should read the impressive article in this issue on the subject of rotogravure, by Mr. E. D. Gibbs Advertising Director of the B. F. Goodrich Rubber Company.

To advertisers wishing to cover Michigan the wonderful possibilities of rotogravure are available through The Detroit News. Prominent national advertisers who commenced in the initial issues of The Detroit News rotogravure have been continuous patrons ever since. Surely this is good evidence of results.

Attractiveness and Thoroughness

Through the Sunday News rotogravure you can put the full power of fine printing and the picture appeal behind your Michigan advertising. You can cover America's Fourth Largest City in the ratio of one copy for every 6.6 people (who pay 10c. a copy for the Sunday News or just double the price of the largest national weekly magazine) and you can be sure of the lowest rotogravure advertising rate in the field, per thousand of city circulation.

Rapid Growth, Fine Lead of News in Roto Advertising

	AGATE LINES
First Six Months of 1918.....	**15,506**
First Six Months of 1919.....	**39,396**
First Six Months of 1920.....	**152,278**

The lead of the Sunday News in rotogravure advertising for the first half of 1920 over its only Sunday competitor the Free Press was 55,636 lines or over 57.5%.

Population and Circulation

The U. S. Census figures recently published show Detroit between 1910 and 1920 advanced in rank from 9th to 4th place amongst American cities. In this period Detroit doubled in population, but The Sunday News city circulation almost quadrupled. Here are the figures:

Population of Detroit, 1910.....	**475,000**
Population of Detroit, 1920.....	**1,088,953**
City Circulation of Sunday News, 1910...	**43,651**
City Circulation of Sunday News, 1920...	**159,481**

Sunday News Circulation Lead Increasing Fast

Advertisers familiar with the Detroit field know that the News circulation leads its competition Sunday as well as week days. The following comparisons of the first quarters of 1920 and 1919 show how the Sunday News has drawn still further ahead:

	1st 3 Months, 1920		1919	
Sunday Papers	City Circulation	Total Circulation	City Circulation	Total Circulation
Sunday News	159,481	210,518	130,740	181,863
Free Press	91,727	166,264	87,705	157,485
Lead of Sunday News..	67,754	53,254	43,041	24,378

	INCREASE	
	City Circulation	Total Circulation
Sundays News	28,735	37,655
Free Press	4,022	8,779

It will be seen that the Sunday News now leads its competitor by 53,254 in total and 67,754 in city. Calculating from the above figures the Sunday News now has over 32% more total circulation and over 74% more city circulation than the Sunday Free Press. Increases of the Sunday News circulation are shown to have been four times greater than the Free Press, and in the city seven times greater.



calls, use a two-cent stamp or a postal card?" Does the boss do that? I trow not.

The flesh and blood salesman is worthy of his hire, the prestige of the house he represents must be maintained, the economy of a good man's time must be remembered and no item of traveling expense is too much if the sales returns per dollar of investment are to be expected.

Let us turn for a moment to the alert, well-dressed, confident silent salesman, often hired for big money. Is the boss as careful about getting the silent salesman safely on to the wall or desk or into the pocket of the prospective customer?

Very often the silent salesman is so clean in appearance, so interesting and convincing, or is so useful to the prospect that he receives a warm welcome, no matter how he comes, but sometimes he has been sent by the boss by an entirely wrong route or at a perfectly impossible time and he has a hard time of it not to make a complete failure for the careless boss after he has been a world beater for the last man who employed him.

The salesman, be he vocal or silent, can not be expected to do it all in bringing the minds of the man who has and the man who wants into accord. His efforts must be preceded by and followed up with a world of educational work to make the name and reputation of the goods or the service familiar to the busy, pre-occupied mind of the prospect.

DON'T OVERCLAIM YOUR METHOD

Some advertisers, and I fear some specialty manufacturers and specialty salesmen get into the habit of claiming too much for, and expecting too much of the silent salesman. The advertising specialty is a supplementary medium. Supplementary in this case means that the advertising specialty will pull its full load in the job of bringing goods to market but other mediums, the kind that have the time and the space to carry a long educational message in several chapters or the kind the motorist can read as he rides, all these other powerful market makers must do their part also.

I know some big aggressive advertisers who can use a cheap specialty and get five times the results another less well-known advertiser can get from a far better, more expensive specialty. In the first case the field is all cultivated and the silent salesman helps mightily to harvest the sales crop because it lends the added powerful, personal appeal at just the right moment.

I believe that men in the specialty field know relatively more about other advertising mediums than the promoters of other mediums know about specialties, but men in the specialty field can never know too much about the newspaper, the magazine, the street-car card, the theatre program and the advertising film because the more these other great mediums are intelligently used by the advertisers the better the silent, personal salesman, the specialty can work for him. Many a specialty died on the job just as many a flesh and blood salesman has gone by the board because the job of making a new, unknown name famous single-handed is a big job getting bigger every day.

You read in the *Post* about "Fleeting Miles on Goodyear Cords," you see the same message upon the billboards or see it twinking among the stars at night and then you are handed a Goodyear Road Map. It's your map—the personal appeal to you, and following all the impressions that have gone before it is all that was needed to make you a customer for Goodyear Cords.

SOME SPECIFIC CASES

You have heard for thirty years of the enormous popularity of Coca-Cola—ten million glasses a day. You see by the pictures in the magazines and newspapers that crowds are drinking it because it is delicious and refreshing. Perhaps you have never tasted it and then a beautiful calendar is handed you for your office wall or a pin tray for your desk —it's Coca-Cola's personal invitation to you and you are tired and warm. Now you go right down stairs to the soda fountain and ask for it by its full name.

We have heard in war times, and since, that all wealth comes out of the ground. Lately we've heard more than ever that everyone connected with *Successful Farming* makes money and deserves to. It was tipped off to me the other day that down at Atlantic City some advertiser so far forgot the dignity of a cabinet officer as to bone Secretary Meredith for one of those leather wallets he has always given out proudly with his own hand to advertise his great farm paper. The story goes that the Secretary of Agriculture instantly produced one from an apparently inexhaustible supply in his inside pocket. I cannot vouch for the accuracy of the story, but I do know that Secretary Meredith is one boss who uses specialties right and I hope we will have more men in Washington who believe in all kinds of good advertising.

Finally, Mr. Advertiser, if you understand that personal appeal rests upon sincerity, imagination and courage, and you have them, personal appeal advertising will say the last word for you when it counts the most. When you employ the silent salesman with the powerful appeal, choose him carefully, treat him kindly, introduce him properly, and while he cannot talk to you, he will speak for you at a time and in a way that nothing else can.

Bankers Will Discuss Advertising

Educational work on the subjects of bank advertising and publicity has been made a feature of the Public Relations Committee of the American Bankers Association, and the results of this work will be shown at the A. B. A. convention in Washington, October 18 to 22.

The Public Relations Committee, which was introduced by President R. S. Hawes at the beginning of his term, has, it is stated, been in close touch with the work of the Financial Advertisers' Association, and the big exhibit of bank advertising which was displayed at the Indianapolis convention of that organization is to be shown at the convention of the American Bankers' Association.

In addition to this exhibit, which will be the center of activities of the Public Relations Committee, there will be a special afternoon program, to consist entirely of discussions of bank advertising subjects. This feature of bank work is to be given special attention through an address to be delivered before the general session by Fred W. Ellsworth, the retiring president of the Financial Advertisers' Association, and also a member of the Public Relations Committee of the American Bankers' Association.

Trade Papers Widely Used in New Zealand

The large number of trade publications sent this consulate general gratis, says Alfred W. Winslow, Consul General, Auckland, New Zealand, are very greatly appreciated, and the publishers may be assured that they are put to good use, for practically all of the 85 trade publications and 17 newspapers received at this office are put into the hands of interested parties after removal from the tables in the reading room connected with this consular office when new copies take their places. From 30 to 40 publications, including one daily paper, go regularly to the reading room in the public library in this city. Attached to each copy is a small slip printed in red, stating that late copies may be consulted at the reading room of the consular office and giving the city address. This brings many persons to the reading room connected with this office to consult the later copies of different publications.

This scheme has accomplished much, and good use could be made of additional publications and catalogues relating to sheep farming, preserved and dried milk industry, poultry raising, slaughterhouses and abbatoirs, building trades, motor trucks and tractors, fertilizing industry, linoleum, electrical engineering, and other lines.

Making Six Words Build a New Trademark and Change an Old Name

"Six Beautiful Ways of Saying Six Powerful Words About Four Good Cylinders," Describes Rochester Motors Campaign

By WARD GEDNEY

"IN half a dozen words," I have been told so often, "here's how it is." And then the speaker has proceeded to get some half a dozen thousand words off his chest and take up half an hour of my time.

"In half a dozen words," says the manufacturer of the Rochester-Dusenberg Motor, "here is the story of the Rochester-Dusenberg Motor."

And, true to the promise, in half a dozen words the essentials of that story are told.

"Six beautiful ways of saying six powerful words about four good cylinders"—was how I heard an advertising man describe the June-November, 1920, campaign of the Rochester Motors Corporation the other day.

Now that's a long way from telling the whole story of this campaign, but it's an adequate summary of the story's denoument.

THE STORY BEHIND THE STORY

Before we come to the denoument—the production of the six pages of Rochester Motor publicity prepared by Rex W. Wadman, Inc., New York, and placed by that firm in the summer and fall numbers of five trade and class publications, one key-word to a page, let's talk about what led up to it.

Last November the Rochester Motors Company at Rochester, N. Y., an engine-building firm which, for several years previous to the war and during the war, had been turning out well-known makes of motors on a contract basis purchased the manufacturing rights to the four-cylinder Dusenberg automobile motor with the intention of bringing it out under the Rochester trademark.

That intention was, in part, arrived at of necessity since the purchase of the Dusenberg engine carried the right to use the name, "Dusenberg," only up to July, 1921. Another factor in it was the determination to establish a "Rochester" trademark.

In March of this year the Rochester Motors Company was taken over by the powerful Symington-Hoffman interests which, soon after, purchased the Trego Motors Corporation of New Haven and put into operation a program of expansion which will make the reorganized Rochester Motors Corporation one of the largest automotive engine-building concerns in the world.

In the meantime, Fred Dusenberg, the original designer of the Dusenberg motor, had formed a corporation of his own—the Dusenberg Automobile & Motors Corporation—which is now preparing to bring out a Dusenberg car, equipped with the eight-cylinder Dusenberg motor.

FOR A NEW TRADEMARK

In November, last, Rex W. Wadman, of New York, who handles the Rochester account, was presented with as difficult an advertising problem as ever an advertising agency solved.

Rochester Motors had decided to get out of contract work and to realize upon the power and efficiency of the organization it had built up through the war by establishing a stable trademark business of its own distributed over the whole year and independent of the precarious fortunes of contracting.

That meant DEpendant on the power of its trademark.

And that meant dependant, initially, on the power of the advertising designed to establish that trademark in the dealer's and consumer's mind and to identify it there with such ideas as Distinction, Character, Power, Precision, Production and Quality—the half-dozen words in which the story of the Rochester-Dusenberg motor is being told this summer.

But that is only Aspect No. 1 of the problem that the Wadman agency tackled. Why do we say, "Rochester-Dusenberg motor?" In the beginning the firm said, "Dusenberg Motor"; from next November on it is going to say, "Rochester Motor"—and there we have Aspect No. 2.

WHY THE NAME IS TO BE CHANGED

Remember, that in getting the manufacturing rights to the four-cylinder Dusenberg motor, the Rochester Corporation got the right to "cash in" on the splendid reputation of the Dusenberg name—established on many a famous racing track—only up to July, 1921. The new owner very wisely decided to prepare the public mind at once for the impending change, the more so since this summer was to see the name of Dusenberg advertised widely in connection with the new Dusenburg eight-cylinder car, put out by an entirely distinct corporation.

Furthermore, there was a possibility that the design of the four-cylinder engine, the first of what may, perhaps, be a long line of Rochester motors, might be changed somewhat during the first year of production by the new manufacturer.

All of which meant that it would not pay to illustrate Rochester advertising with photographs or drawings of the Dusenberg design, or to weigh it with emphasis on the name of Dusenberg. What was sought was a complete "disassociation," as the psychologist would say, between the idea of Dusenberg and the idea of the new Rochester acquisition.

That was the Rochester proposition as it was presented to Mr. Wadman—a contract to build a new trademark on a basis of material so negative that, when assembled, its dominant characteristics appeared to be those of a "don't list."

The result was that one of the best automotive advertising campaigns of the season was constructed on the "blue sky law of advertising."

THE "BLUE SKY LAW"

The "blue sky law of advertising," if you haven't heard of it by that name, is the law that directs an advertiser suffering from a dearth of tangible materials for a projected campaign to reach up into the blue sky and pull down ideas that will put his campaign across.

It is the least bit dangerous in practice because the ideas may bear very little relation to the facts of the commodity that he is advertising. You may give publicity to a very poor quality of extremely hopeless cheese with the deft use of such forthright words as "Distinction," "Character," "Power," "Precision," "Production" and "Quality" and, it is even conceivable, make your "pile" before the advertising has sold

enough of the commodity to enough persons to make their disappointment and subsequent prejudice a formidable factor in your market survey. Of course, the chances are that you will have "met up with" certain fanatics connected with a troublesome "Truth in Advertising" movement in the A. A. C. W. long before you get a chance to make a post-introductory market survey, but the case is quite, quite conceivable.

In other words and after a manner of speaking, the legality of the law rests upon the quality of the commodity. If, for example, you do not know, as Mr. Wadman knew, that your commodity is a synonym for a half-dozen or more quality names you apply to it, then you cannot legitimately, even by inference, call it a synonym, as Mr. Wadman did.

Reaching out into the positive material in the case, the originator of this campaign laid hold of the fact that the public has come to accept the four-cylinder Dusenberg motor as a motor of distinction, character, power, precision, mastered production and inherent high quality. When he reached up into the blue sky for supplementary material it was for ideas on how to capitalize this fact for the Rochester Motors Corporation and how to present it most powerfully in his campaign.

WRITING AROUND THE "SIX WORDS"

The first campaign of the Rochester Motors Corporation, featuring its new acquisition, ran from last November to June and was more or less straight trade-paper copy carrying on the advertising of the "Dusenberg Motor." In the June numbers of *Motor, Motor Life, Vanity Fair, Spur* and *Town & Country*, the campaign now under discussion, was inaugurated. The first page sounded the note of "quality," the first of the "half-dozen words." Below a drawing of a great rainbow-radiating diamond set on a royal blue background, across the light halo of which ran, in big black letters, the word "QUALITY," appeared a banner-shaped box headed by a single line which read, "The Rochester Motor."

This was the copy:

The Mountain of Light—the Koh-i-noor Diamond—weighing 102-75 carats and originally weighing 900 carats, numbered amongst the British Crown Jewels, represents the highest quality as applied to Diamonds.

The Rochester Motor occupies a corresponding niche in the realm of motors—and logically so. It is designed so differently, built so differently and operates so much more efficiently.

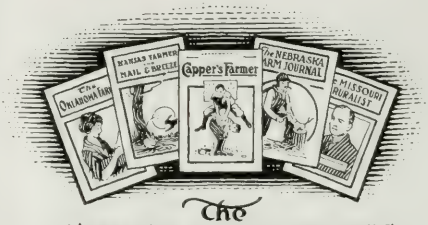
It inherently possesses Quality, using that word in its fullest possible meaning, and you will never be completely satisfied until you own a car equipped with a Rochester Motor.

The signature was that of the Rochester Motors Corporation, 120 Broadway, New York.

TO ILLUSTRATE THE POINTS

The name "Dusenberg" is not included in this copy, but it bobs up in the July page where the headline calls the motor the "Rochester Motor" while the second paragraph speaks of the "Rochester-Dusemberg Motor" and two lines of italics above the signature forewarn the reader that he "will never be completely satisfied" until he owns "a car equipped with a Rochester-Dusenberg Motor." In the same way, the name "Dusenberg" appears, very much submerged, in the subsequent four pieces of copy. After November, I am told, it will be dropped altogether. It is expected that, by that time, the enthusiast who has hitherto talked "Dusembergs" will be talking "Rochesters."

The July copy deals with "PRODUCTION" and is illustrated by a scene from the shop of an ancient armorer to whose fine workmanship the workmanship of the Rochester plant is compared. August speaks of "PRECISION," illustrated by a



The CAPPER FARM PRESS

A "Close-up" Service to More Than 1,100,000 Midwest Farm Families

SECTIONS
Capper's Farmer (Midwest)
Kansas Farmer & Mail & Breeze
Nebraska Farm Journal
Missouri Ruralist
Oklahoma Farmer

BRANCH OFFICES

Chicago	109 N. Dearborn St
New York	501 Fifth Avenue
Detroit	Ford Building
Kansas City	Graphic Arts Bldg
St. Louis	Chemical Bldg
Omaha	Farnam Building
Oklahoma City	Farmers Nat'l Bank

drawing of the Riefler Clock, the most accurate type of clock in the world, and we are introduced to the "watch-like precision of the Rochester-Dusenberg engine." September, emphasizing "POWER," shows us a picture of the U. S. destroyer *Sharkey* bowling along at 35 knots an hour, to drive home the thought of the reserve power of the Rochester-Dusemberg. October lays hold of our attention and interest with a reproduction of the famous Joan of Arc statue on Riverside Park in New York City to say "CHARACTER" and tell us that the Rochester-Dusemberg is "an engine with Character." November completes the series with a page which snaps into life with the word "Distinction" in great staring letters, and a Victoria Cross swinging above the copy box, wherein we are told that this coveted decoration is "a supreme mark of Distinction" and that the Rochester-Dusemberg engine gives the cars in which it is built "that touch of distinction so altogether desirable."

"NEWS-VALUE" MATERIAL

These descriptions may convey to us some impression of the attention-compelling power which the originator of this series has gotten into it by the use of "news-value" material and some idea of the modus operandi of tying together the "half-dozen words" and the motor with which he has associated them. They do not explain, nor could reproductions of the illustrations adequately portray the distinction, the unusual rugged power of composition attained by the use of backgrounds wrought out in irregular blocks of royal blue, the primal forcefulness of illustration, the whole reason why the advertising man referred to earlier in this article described the campaign as "six beautiful ways of saying six powerful words about four good cylinders."

The copy is a little bit beside the point. The essential facts of the story of the Rochester motor are told in the "half a dozen words." The rest is a matter of dressing and presentation. Those half-dozen words, thus dressed and presented, carry the immense responsibility of establishing a new trademark.

"In half a dozen words, here's how it is."

The only way to reach the farm families of the Midwest is thru the farm press.

No matter what other publications may reach the farm home, the farm family look upon the good farm paper as their special friend, the champion of their cause, their one means of contact with each other and with the rest of the world.

The advertiser, who ignores this direct route to the World's Greatest Market, makes a mistake.

Investigate – Don't guess – *Know.*

The
CAPPER FARM PRESS
(MEMBERS A. B. C.)
Arthur Capper, Publisher
Marco Morrow, Asst. Publisher
TOPEKA, KANSAS

Our Bureau of Research is at your service. It may be able to throw light upon your particular problem



Campbell-Ewald Co. Makes Promotions

H. T. Ewald, president of the Campbell-Ewald Company, announces several promotions on the executive staff. Guy C. Brown, secretary of the company, has been made assistant to the president and will be in charge of sales and promotion work. Mr. Brown, who is a graduate of Harvard University, has been with the company six years. Previous to his connection with the Campbell-Ewald Company he was engaged in newspaper work in Michigan in a reportorial and editorial capacity.

J. Fred Woodruff, treasurer of the company, has been promoted to general manager. Mr. Woodruff in his new position will relieve the president of much of his present executive duties. Mr. Woodruff, who is a Michigan University graduate, has been with the company four years. Previous to his connection with Campbell-Ewald he was with The Curtis Company.

E. G. Frank has been made head of the copy department of the Detroit office and W. H. Taylor has been made vice-president of the company in charge of the Chicago office.

"Atlantic Monthly" In New Home

Due to the growth of its publications the Atlantic Monthly Company, Boston, has moved from its quarters at 41 Mt. Vernon street to 8–9 Arlington street, where it will be established in two buildings.

The firm has assumed the publication of the *Living Age*, and has begun the publication of books on a considerable scale. This company was formed to publish *Atlantic Monthly* twelve years ago, and in 1918 added the *House Beautiful*.



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer.

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

The "Non-Skid" Survey of House Organs

How Eighty Editors Defined Their Duties and the Functions of the Ideal Employes' Magazine

LAST FEBRUARY, shortly after the conclusion of his investigation of what the house organists of the country thought of their house organs and of house organs in general, the editor of the Firestone "Non-Skid" sent this letter out to his fellow-editors in an effort to serve them by sharing the data he had brought together.

About January 14 the writer directed a letter to you and about one hundred and seventy-four other editors of internal house organs, asking eight questions about your magazine. To our inquiries exactly eighty answers were received.

"A somewhat crude summarization of the replies accompanies this letter. It is divided into three parts, each of which has a self-explanatory heading.

"As far as The Firestone 'Non-Skid' is concerned, our creed is indicated in Part Two. We try to do most of the things mentioned there and intend to attempt the rest.

"The bulk of the compilation, however, is not original. Its value is rather that which comes from authority and experience. To be specific, there is a peculiar comfort in being able to say, not only that the paper which you and I are sending out into the world at intervals should accomplish certain ends, or may be expected to bring about certain results, but actually has produced certain known effects, and is producing them in many instances.

"Possibly, then, the following report may help us, as Hamlet bade his friend Horatio, to 'represent our cause aright to the unsatisfied.' It may also cheer us 'internal house organ editors' (such a phrase by which to dignify (?) us fellers!), by bringing to us the assured knowledge that an employes' magazine is an indispensable in the well differentiated present-day industrial organization."

A SUMMARY OF WHAT THE EIGHTY LETTERS SAID

The text of the survey opened with this summary of what the eighty replies to the questionnaire had told Mr. Reece, the expressions of opinion being divided into five classes.

1. "It pays" (quite emphatic—like)..	62
2. "We favor" (in many cases gratifyingly emphatic, and meaning the same as No. 1—merely a change in words)	8
Total positive.....	70
3. "We don't know" (still implying nothing negative—can anybody form a judgment based upon dollars and cents? That's about all that any member of the "Know-nothing Party" meant); or, in a few cases, not answering at all (but not implying any doubt)...	6
4. Not strongly in favor of.....	1
5. Discontinued for several reasons..	3
Total positive and negative...	80

Canvassing the House Organists

In its May 29 issue, ADVERTISING & SELLING *published "How Eighty House Organs Were Surveyed to Plot One Organist's Task," the story of the remarkable questionnaire, sent out by C. A. Reece, editor of the 'Firestone "Non-Skid," the house organ of the Firestone Tire and Rubber Company, of Akron, O., in an effort to find out what America's leading house organists were trying to do with their publications and how well they were sold on the effectiveness and service of those publications.*

At that time we promised to print the text of the survey in a later issue. This is the fulfillment of the promise.

Our excuse for running the text at full length, if we need one, is that letters from readers have informed us that they are awaiting its appearance with keen anticipation, some to make use of it to sell their companies on the need and value of a house organ, others, in a rare case or two, to employ it to reinoculate with enthusiasm house organ editors in their firms who, because the service of the house organ never makes itself apparent in immediate, tangible results, have lost heart and "gone stale" on the job.

THE EDITOR.

WHAT AN EMPLOYES' MAGAZINE DOES

Expanding upon these replies, the editor of the "Non-Skid" made the following outline of the functions of the employes' magazine, founded on the quoted impressions and opinions of the editors who had co-operated with him in getting up the survey.

He wrote, in explanation of the form adopted in presenting this outline:

"These points are not elaborated. Just the connection is indicated, and enough suggested to catch the thought on the wing."

I. HISTORY

Like a great scrap book of company's progress, picnics, department pictures, etc.

II. EDUCATIONAL

Tells what company does, how, where materials come from, etc.

III. OFFICIAL ORGAN

Announcements, policies, etc.

"We have established policies and promote a favorable opinion of those policies and a confidence in them on the part of the employee."—The New Departure Manufacturing Co., Bristol, Conn.

"We are glad we started our magazine because we are sure it is accomplishing things which could be accomplished in no other way. We have plenty of tangible evidence to prove that we are reaching the men in the shops who probably could be reached through no other medium."—Deere & Co., Moline, Ill.

IV. PRESENT-DAY LIFE

1. Social—Thrift, food conservation, sanitation, insurance, etc.

2. Community—Bond issues, elections, etc.

"We feel that the greatest percentage of labor unrest in the past and today is caused by the ignorance of the worker or employe as to what the employer has in mind when certain orders are issued arbitrarily. We, therefore, strive to 'sell our organization' by an explanation of the various matters pertaining to operation and manufacture, eliminating, as far as possible, 'lack of explanation.' It is the writer's opinion that any amount of money spent in gaining the confidence and the co-operation of our employes in keeping them satisfied and on the job is an investment."—Greenfield Tap & Die Corporation, Greenfield, Mass.

V. FAMILY

1. Women—Receipes, patterns, etc.
2. Next Generation—Babies, etc.
3. Print news that puts paper on living room table.
4. Good place to work.

"Our first effort is to make the paper 'personal' enough to interest the men, and then we have a chance to give them a full understanding of the company's efforts in their behalf."—James B. Clow & Sons, Newcomerstown, Ohio.

VI. COMPANY POLICIES

1. Safety.
   - (a) Prevention—Go right away to hospital; guard against cuts, colds, etc.
   - (b) Avoid accidents—Be careful about machines, carrying ladders around corners, etc.

"It pays. There is no question about it. Of course, like in other work of this type, there is no way of measuring results directly. In its influence towards the prevention of accidents alone, it pays."—American Can Company, Maywood, Ill.

2. Health.
   - (a) Medical—Examination, health talks, etc.
   - (b) Dental—Examination, work done for employes, etc.
3. Welfare.
   - (a) Work done in homes.
   - (b) Teaching employes to put proper value on things done for them by the company.
4. Recreation.
   - (a) Athletics—Boost teams, record games.
   - (b) Entertainment — Announce dances, etc., and give accounts and pictures as souvenirs of occasion.
   - (c) Clubs—Increase membership.

VII. ADVERTISE COMPANY

1. To mailing list—College libraries, other companies and communities, etc.

2. Brings help.

"The Non-Skid has brought help to Firestone from points as far apart as Winnipeg on the north, New Orleans on the south, and New York on the east."—D. S. Ross, manager of employment, Firestone Tire & Rubber Co.

"The paper represents us to the industrial world and it speaks for us by its presence everywhere; and it is always our purpose to put out a paper that will not only be of interest to the employe, but to draw the attention of people outside of the organization."—Merchant Shipbuilding Corporation, Chester, Pa.

VIII. MORALE. (esprit de corps)

1 Individual.
- (a) Suggestion awards.
- (b) Promotions.
- (c) Sales records, production records, etc.
- (d) Faithful employes.

2. Inter-relations.
- (a) Understanding between company and men.

"This tends to develop the human side of our industry."—A. G. Kirschbaum Co., Philadelphia, Pa.

"We believe it has been responsible for a large amount of the good will that exists in the organization and the healthy understanding between management and men."—The American Rolling Mill Co., Middletown, Ohio.

"It has helped in a very large manner to get members of our big family acquainted with each other, and you also realize that folks who are really acquainted with each other seldom have difficulties. We are beginning to realize that most of our troubles are just misunderstandings, and if employes and employers know and understand each other, this difficulty is reduced to a minimum." —The Jeffrey Manufacturing Co., Columbus, Ohio.

- (b) Acquainted with each other.

"It promotes mutual acquaintance by publishing news of general interest regarding individuals and regarding the activities of the group."—Kohler Company, Kohler, Wisconsin.

"The real value of the magazine, in our opinion, is the fact that it shows the workers they are regarded as human beings, and gives each one a knowledge of what the others are doing all over the plant."—A. B. Kirschbaum Company, Philadelphia, Pa.

"It forms an interesting historical record of the works' development and spirit, which is of great value in many ways, because it stimulates confidence between employes and the company, which is the backbone of industry; because it has a splendid stimulating effect and creates pride in the organization; because it is an excellent medium of talking frankly to employes and of having employes and management both like the paper and send it to all parts of the world."—General Electric Company, Pittsfield, Mass.

"We may readily assume that on a payroll of say $——— a 1 per cent increase in efficiency arising from a particular element promoting industrial justice would be imperceptible in the individual and unnoticed in figuring costs, and yet it would repay in money any expense up to $———. I believe it is safe to make the assumption that a properly conducted publication for employes will produce such feelings of unity throughout the organization that the willingness of the worker in whatever station will produce a much greater efficiency than a mere 1 per cent."—General Chemical Co., Pittsfield, Mass.

- (c) Parts of organization — where each fits in.

"In short, it does much toward developing an esprit de corps in the different plants. It helps them to think more of a spirit of comradeship in the organization as a whole, the purpose of the organization and how each one's job is but a part of the whole."—By-Products Coke Corporation, South Chicago, Ill.

- (d) Efficiency.
  - (a) Pride in product.

"Ten cents per month per man means one-third of a cent per day per man. That means a small amount to be gained in increased efficiency. Yes, we think it pays well." — Semet-Solvay Compnay, Ashland, Kentucky.

- (b) "Decreases labor turnover."—By-Products Coke Corporation, South Chicago, Ill.
- (c) Branches and parent plant, binding together.

THE OPINIONS OF EDITORS

The survey of the eighty house organs concluded with a batch of excerpts from the letters received from house organists, typical of the general cast of opinion expressed by them but not directly applying to the heads listed under Part II or so good that they seemed to deserve individual emphasis.

Consumers' Power Co., Jackson, Mich: "Yes, we believe it does most emphatically."

The People's Gas Light & Coke Co., Chicago, Ill: "Personally, I would say that it is now almost indispensable."

B. & O. Railroad Co., Baltimore, Md.: "Generally speaking, I think it is safe to say that a good magazine pays and



Constructive Merchandising

In merchandising, the Lesan Agency has the individuality of Mr. James Mackay to offer. He is peculiarly fitted by training and past experience to advance sound and constructive ideas on merchandising problems connected with the marketing of goods sold through dry-goods, department, drug and general stores—articles generally considered as having a retail outlet.

For twelve years Mr. Mackay was associated with the *Dry Goods Economist.* As head of its Special Service Department for eight years he gained much valuable experience in merchandising and advertising through contact with manufacturers, wholesalers and retailers.

That his ability is thoroughly appreciated by our clients is evidenced by the years he has continuously handled the accounts whose advertising is reproduced on the opposite page.

If you are interested in this sort of individual, personal service, write us now.

a poor one does not. There is no use doing the thing in a half-hearted way; either spend money enough to make a creditable publication, or keep out of the game."

The American Rolling Mill Co., Middletown Ohio: "We believe it has been responsible for a large amount of the good will that exists in the organization and the healthy understanding between management and men."

Consolidation Coal Co., Fairmont, W. Va.: "Yes, it pays by having our men and women more satisfied through knowing what their fellow workers elsewhere are doing and thinking."

Norton Company, Worcester, Mass.: "With this shop paper we can accomplish much more than could be accomplished by one or more individuals that might be employed for that amount of money along the same lines of work."

Willard Storage Battery Co., Cleveland, Ohio.: "Yes, it does pay."

Yawman and Erbe Mfg. Co., Rochester, N. Y.: "We feel that our paper has brought about a closer co-operation between the workers and the management and between the different departments."

Art Metal Construction Co., Jamestown, N. Y.: "Absolutely."

Ford Motor Co., Detroit, Mich.: "We are glad we started it because of the results it has achieved in widening the Ford family spirit among the workers."

Halcomb Steel Company, Syracuse, N. Y.: "We believe that the money which has been expended has certainly been used to good advantage, for the employes' activities which have been conducted within the last year could not have been made nearly so successful and so profitable to both employer and employed if it were not for our publication"

Herbrand Company, Fremont, Ohio.: "The house organ is the best medium I know of for creating a spirit of loyalty and good feeling amongst the employes, which naturally produces better results."

Ohio Cities' Gas Co., Columbus, Ohio: "We all believe it is money well spent."

Burroughs Adding Machine Co., Detroit, Mich.: "A man from one of the big automobile plants asked us, 'What would you say if you were asked to justify your house organ to the general manager?' We told him this: 'In the first place I would reply that it couldn't be justified—statistically. But I would ask him first to walk around the factory with me when the Burroughs Magazine was being distributed, and then to walk around the block half an hour later and try to find a copy that hadn't been taken home.' Then I would tell him to suspend publication for one month and see what happened."
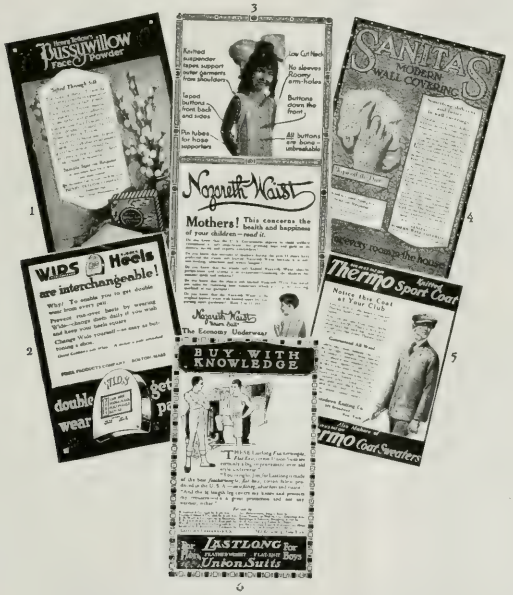
Winchester Repeating Arms Co., New Haven, Conn.: "Above all, it has helped to create the feeling that we are one big family,—an idea which we constantly strive to inculate."

Utah Copper Co., Garfield, Utah: "It is the best investment that our management has made."

The New Departure Manufacturing Co. Bristol, Conn.: The advantages of this publication to ourselves are manyfold. It has helped every organization that had already been established before the paper was issued nearly three years ago, and has enabled us to establish other organizations and accomplish other purposes along welfare lines that are of real value to the company and to the men.

To be more specific, we refer to the Mutual Relief Association that has more than doubled its membership since we published the paper; the Health Protective League, an organization working with the company to prevent tuberculosis among employes; safety-first work, which has not been so much as it should be because of the neglect of the men in charge of this work to use The News as much as they might, but even the little that has been done has decreased the number of accidents and made the men interested to report to the safety-first engineer any conditions that to him appeared hazardous; the hospital and medical aid service—through the medium of The News, the men have been constantly reminded of what this service means to them, and while we have no definite way of judging just how much of this present service is due to our paper, it is only logical to assume that continually reminding employes of the things this service can do for them, would bring results; sports—we make a great deal of sports, and by reason of our paper, enthusiasm is aroused and every athletic interest is supported with good results to both company and men; savings and housing plan—the fact that about 60 per cent of our employes are enlisted under this plan of saving money and purchasing a home on the easy payment plan, indicates the value of this feature; women's and children's department, under competent direction of a woman, gives us a standing in the homes of our employes that certainly increases the good will of the entire family for the company. Of course, we have other interests, all of which are promoted by The News, but these are the principal ones.

The anchor that holds us in the esteem



Mr. Mackay has given service to the above accounts, as follows:

1. Henry Tetlow Company..... 5 years
2. Fiber Products Company..... 1 year
3. Nazareth Waist Company....15 years
4. Standard Textile Products Co..16 years
5. Swansdown Knitting Company. 3 years
6. Lastlong Underwear Company. 3 years

H. E. LESAN ADVERTISING AGENCY, INC.
440 Fourth Avenue - - - - - New York City
Republic Building - - - - - - - - - Chicago

of the employe and begets a real interest in the reading of the paper is the fact that we publish in each issue page after page of brief news items from each department. There is not an issue that we do not have the names of at least a thousand employes in these news item pages. It is our policy never to say anything bad about a man unless we want to make an example of some incident, but always to say something cheerful, happy, and good about him. We guard against the cheap joke or the malicious pun. This is hard, but our experience has been rather successful, possibly because the writer, who is the managing editor of the paper, had nearly twenty years training as a newspaperman, before taking up advertising.

Therefore, your question as to whether we are glad we started our paper might be answered in this way—that it has helped every commendable thing we do and permitted us to do things we would have found it difficult to put over had we not had such a medium.

20,380,350 Depositors in United States

One person in every five was a depositor in a national bank on May 4, an average higher than any heretofore recorded, statistics compiled by Comptroller of the Currency Williams show. On May 4 20,380,350 persons had accounts in national banks. The increase in depositors in ten years has been 12,689,882, or 165 per cent.

The resources of the banks on that date aggregated $22,038,714,000, the largest total ever recorded, with one exception.

Total deposits reported on May 4 amounted to $16,924,543,000.

ANNOUNCEMENT

The Directory Advertising Department

of the

NEW YORK TELEPHONE COMPANY

is now located at

1261 Broadway, New York City
(at 31st Street)

TELEPHONE

P. W. ELDRIDGE, Jr.
Sales Manager,
Directory Advertising.

VANDERBILT OFFICIAL 130

for rates and particulars about display space in the next issues of the 54 different BELL TELEPHONE DIRECTORIES covering ALL of New York State and Northern New Jersey.



NEW YORK TELEPHONE COMPANY

American Woolen Company to Close Mills

The American Woolen Company will close all its mills indefinitely on July 10, except the three at Plymouth, Mass., Pittsburg and Utica. This announcement was officially made last week by William M. Wood, president of the company. The mills remaining open will also close when orders on hand are completed, probably by August 1.

This action was decided upon, it is stated, because of the heavy cancellation in orders and the curtailment of buying for next year's requirements. It has generally been the custom of the American Woolen Company to close down its plants during the hot spell of August each year, but present conditions have made it necessary to hasten the closing this year, and while in other years the closing was for only one or two weeks, the shutdown this year will be for an indefinite period.

"Photoplay" Offers $14,000 for Stories

James R. Quirk, editor and publisher of *Photoplay Magazine*, announces a $14,000 Prize Story Contest, which will be conducted during the year 1921. Prizes of $5,000, $2,500, $1,000 and $500 are offered for the four best stories submitted; and for twenty other stories $250 each will be paid. Manuscripts can be submitted now.

Woonsocket "Call" Appoints Representative

The Woonsocket *Call*, a paper not previously represented in the foreign field, has appointed Gilman, Nicoll & Ruthman with offices in New York and Chicago as their special representatives, effective July 1, 1920.

The Woonsocket *Call* is the only English daily paper published in Woonsocket, Rhode Island.

Made Advertising Manager of Outlet Stores

P. J. Coughlan has been made advertising manager for the Outlet Store of the National Cloak & Suit Company in Kansas City, Mo. Mr. Coughlan was formerly advertising manager for the *Kansas Citian*, the weekly publication of the Kansas City Chamber of Commerce.

New Agency In Kansas City

Allen C. Smith, for many years with the F. A. Gray Advertising Company, and later with the Southwest Advertising Company, and later with the Southwest Company, has started his own agency in the Dwight Building, Kansas City, Mo.

Appointed Barton Shoe Advertising Head

Arthur Majors, formerly in the advertising department of the Kansas City Auto and Tractor School, is now advertising manager of the Barton Shoe Company.

"American Boy" Advertising

The American Boy, according to Elmer P. Grierson, advertising director, will carry approximately 100,000 agate lines of advertising more in 1920 than it did in 1919. About 50,000 agate lines of this comes from new advertisers among whom are 10 nationally known concerns.

"Advertising Is Capital's Insurance"

Advertising is a fine art, and is being conducted on a scale so vast that there is virtually no business of private or public interest which is not comprehended under its activities. The time is gone when the man who sells this form of inter-communication must defend it or prove its value. Also the time is gone forever when the man who thinks the old-time "exclusive" store is possible can conduct such a store and survive. Nowadays entire industries combine to advertise. It is not a question whether advertising should be done, but where it should be placed. Advertising is capital's insurance. —New York *Commercial*.

E. E. Reinhold Returns to England

Ernest Edward Reinhold, sales and advertising manager of Sorbo Sponge Products, Ltd., London, who has been visiting the United States and Canada during the past month, left New York on Thursday on the *Olympic* for England.

Mr. Reinhold made many friends in the advertising profession in this country, and succeeded in establishing his line to a very satisfactory extent. He expressed the belief that increasing business would necessitate his returning to America later this year.

Penfields Buy "The World Salesman"

The World Salesman, a monthly journal devoted to international trade, has been purchased by Roderic C. Penfield and R. Kynett Penfield, of New York city, from the founder, Max Sherower, also a New York city newspaper man.

The World Salesman, which was established in 1917, maintains its publication offices in Yokohama, Japan. It is unique in the fact that it includes, bound within one cover, sections printed in Japanese, Chinese, Russian and Spanish, although the main body of the editorial matter and most of the advertising is printed in English.

One of the Penfields will be at the Yokohama office, while the other is in charge in New York at 182 West Fourth street.

New Orleans Accounts Active

The New Orleans office of the Ferry-Hanly Company is placing orders for the Utley Paint Company, New Orleans; Jackson Brewing Company, New Orleans, and making lists for the Dunbar Molasses & Syrup Company and Hotel Grunewald Caterers, Original Creole Pralines.

Du Pont Sells Wilmington "News"

Alfred I. du Pont has sold his newspaper, the *Morning News*, in Wilmington, Del., to a syndicate headed by Robert H. Richards of that city.

"El Automovil Americano" a Monthly

El Automovil Americano, the export publication which has been published by the Class Journal Company quarterly for the past four years, will be issued monthly, starting with the October issue.

Herman Sonneborn, Western manager for the publication, has been appointed advertising director over the Eastern and Western territories, and will hereafter make his headquarters at the New York office.

Agency Closes Saturday During Summer

Last summer the Wales Advertising Co., New York, tried the experiment of closing all day Saturday during August, after having announced to the members of the organization that if they maintained an excellent record for punctuality during the year, the office could close on Saturdays in July and August of this year.

The result has justified the experiment, and this summer the office is closed every Saturday from June 28 to September 1.

The gain in punctuality throughout the balance of the year is believed to more than make up for time omitted Saturdays during the hot months, and there is undoubtedly a gain in efficiency, due to the double holiday enjoyed by everyone every week.

Montgomery Ward & Co. Cited for "False Advertising"

Montgomery, Ward & Co., of Chicago, are charged with unfair competition in the sale of liquid roofing cement, in a formal complaint announced by the Federal Commission, on Tuesday. Forty days are allowed for the filing of an answer, after which time the case will be set for trial.

The commission's announcement says the company "is to answer averments that false representations were made in its catalogue when liquid roofing cement was advertised as containing no coal tar when the company knew well that such cement did contain coal tar."



MOTOR TRUCKS IN THE TEXTILE INDUSTRY is the title of a booklet now on the press. Copies will be mailed gratis to those interested enough to write a letter-head request. The booklet contains facts and figures to show the present and prospective use of motor trucks among textile mills. The information was gathered by sending a questionnaire to a selected list of 1,000 mills and to this has been added the observations of the technical editorial staff of Textile World Journal.

A man interested in the sale of industrial trucks would find the booklet meaty.

Textile World Journal is also prepared to report on the use and prospective sale of any industrial product to textile mills. Try us.

Textile World Journal

Audit Bureau of Circulations.
Associated Business Papers, Inc.

BRAGDON, LORD & NAGLE CO.
334 FOURTH AVENUE, NEW YORK

The Men and Women Who Make Our Mediums

JAMES M. COX

Publisher Dayton, Ohio, *News*; Springfield, Ohio, *News*

One of a Series of Informal Visits with the Leading American Editors and Publishers with the Object of Interpreting What They Mean to Advertisers

By ALLAN DUANE

WHEN THE DUST cleared away from the embattled Democratic Convention as, on last Monday, it arrived at a presidential nomination after forty-four hard-fought ballots, the political backers of Senator Warren G. Harding, Republican nominee for the presidency found that they had been betting on a sure thing.

They had prophecied that the next President of the United States would be a newspaper publisher—meaning Warren G. Harding.

To-day, the country can be reasonably sure, d.v., that the next President of the United States *will* be a newspaper publisher—meaning Warren G. Harding or Governor James M. Cox, of Ohio.

UNION WANTS A JOURNALIST

The Union, having muddled along for these 144 years of independence without a newspaper publisher in the chair of the chief executive, has at length decided to muddle no longer and, to make quite sure that a newspaper publisher does reach that chair, has named a representative of the ancient and honorable craft as standard bearer of each of the two great parties.

The issue as it stands to-day is between the Marion *Daily Star* on the one hand and the Dayton *News* and Springfield *News* on the other.

The campaign is between "the man who carries the printer's rule in his pocket" and "the man who threw the boiler plate out of the window."

"The man who threw the boiler plate out of the window," thus designated by a wily publicity staff in an effort to "see" and "raise" Senator Harding on that little story about the printer's rule that rests perenially upon the Senator's heart, is "Jimmie" Cox, consecutively farmer's boy, newsboy, printer's devil, school teacher, reporter, newspaper owner, congressman, governor and Democratic presidential nominee.

The boiler plate incident occured during the early days of Governor Cox's struggles to put the Dayton *News* on its feet. The Dayton *News* started its career in 1898 as a merger of two other papers on the verge of bankrupcy. The first thing that its new editor did was to lease an Associated Press wire. The second was to instruct his foreman to print local news instead of boiler plate.

"I can't get out a paper without boiler plate," the foreman protested.

"You'll have to," his chief replied. "Here goes all the boiler plate we have out of the window." And out it went.

"That," as the political writers have a habit of saying, "was characteristic of the man."

WANTED TO BE STOREKEEPER

Grandson of Gilbert Cox, who brought his family by caravan out of effete New Jersey to the open country about Jacksonburg, Butler County, Ohio, James Monroe Cox was born in the old family homestead near the town on March 31, 1870, the youngest of seven children. His early aspirations were toward the free and easy life of the country storekeeper, but he never made a start toward realizing them. At fourteen he obtained a job as janitor at the country school house that he attended and added to it the work of sexton of the Church of the United Brethren to which his family belonged. At sixteen, after sitting for a year for instruction at the feet of his sister's husband, John Baker, editor and proprietor of the Middleton, O., *Signal*, young Cox qualified as a school teacher and won local fame as the "boy teacher of the Titus district."

Then his brother-in-law's newspaper claimed his attention and he began, first to supplement and then to supplant, his school work by work on its staff, beginning as delivery boy and subscription collector, then trying his hand at editorial writing and gradually becoming general correspondent.

This led to his big newspaper opportunity when John Baker was sick at home on the day that a special train carrying employes of the National Cash Register Company back to Dayton from a picnic was wrecked near Middletown. Baker was local correspondent for the Cincinnati *Enquirer*. In his absence, the job of covering the story fell upon "Jimmie" Cox's shoulders.

The way in which he took it, covered the story, and tied up the only wire from Middletown to Cincinnati by giving the telegraph operator an old newspaper with instructions to keep on sending its contents to the *Enquirer* until press time arrived and the "beat" was secure, attracted the notice of the *Enquirer* people and Cox went to Cincinnati to accept a position on the *Enquirer* staff for two years, first as cub and then as first class staff man.

GOES TO WASHINGTON

These years were followed by a political interlude when the reporter went to Washington in 1894 as secretary to Paul Sorg, a wealthy tobacco manufacturer and remained there during 1894, 1895 and 1895—as much a Congressman as Sorg, say his intimates.

In 1898, the Congressman's gratitude for his secretary's services was made manifest when Mr. Sorg backed "Jimmie" Cox in his purchase of the Dayton *News*. For the sake of local interest Sorg thought, there should be numerous Dayton men in the role of minority stockholders. The new publisher declared from the start that "a successful newspaper should be a one-minded newspaper" and, although the Sorg idea prevailed temporarily, he gradually bought out the minority interests and within a few years became the sole owner of the *News*. In 1905 he enlarged his newspaper holdings by the purchase of the Springfield *Press Republic* and the Springfield *Democrat* and consolidated them into the Springfield *News*.

The story of the early part of the Governor's newspaper career is the story of his acquisition of the nom-de-guerre of "Fighting Jimmie." It has been characterized as a "crusading, lambasting period, when he was building up his enterprise, when he went after his political enemies, mismanagement in city government, private enterprises which failed to meet with his approval and whatever else he conceived as wrong and with bitter invective and vitriolic wrath attacked those who were selected for the lashings of his facile pen."

The results were, of course, libel suits—by "Doc" Lowes, the Dayton Republican boss, now dead, by the so-called Appleyard Syndicate of Philadelphia, which Cox accused of buying up Middle Western banks to promote traction ventures around Dayton and—most redoubtable of all—by John H. Patterson, head of the National Cash Register Company. If all, or even one or two, of these suits had been carried against the publisher, the Dayton *News* would probably have been wiped out of existence. The only one that ever did "stick," say Cox's editors, was one in which he had to make a small payment because a reporter made a mistake that the boss knew nothing about.

"Jimmie" Cox's fight with the president of the National Cash Register Company is now historic around Dayton. It arose over Cox's opposition to certain demands made by Mr. Patterson on the city of Dayton for transportation conveniences for the big Cash Register plant and for other facilities. Cox fought these and took the occasion to attack one of the plant's executives who had come to Dayton to look after the hygienic and physical welfare of the employes and to introduce what the editor thought were many new fads and fancies. In his suit Patterson asked for $125,000 damages but the papers show that the suit was dismissed on April 29, 1908. The Cash Register head threatened to remove his factory from the town as a result of the attacks, but did not carry out his threat and later on the two opponents became fast friends.

In 1908, "Jimmie" Cox went to Congress from the third district of Ohio. He was re-elected in 1910 and went to the Governor's chair in 1912. He was defeated but re-elected in 1914 and won his way back to the capital in 1916 and entered upon his third term in 1918—the first man since Rutherford B. Hayes to serve for three terms as Ohio's governor.

HIS NEWSPAPER IS "HOME"

The story of James Monroe Cox's career as governor of Ohio belongs to the history of that state. Concerned primarily with his newspaper enterprises we have only to note that his residence at the capitol has not lessened his interest in those enterprises. Copies of the *News* are sent to him at Columbus every day and he keeps in close telephonic communication with the shop. It has been his policy throughout to reinvest a large share of earnings in the plant. As a consequence, that paper boasts one of the best equipped organizations in the country, housed in a building that is the pride of the Middle Western newspaper world. The Dayton *News* of later days has adopted a more measured, even tone that is consonant with its owner's official dignity.



JAMES M. COX

"Jimmie" Cox's first public speech after his nomination was made to the employes of the Dayton *News* assembled in the composing room.

"Should the mandate of the people send me to the White House," he said, "I believe I will go as one of the best equipped men for the highest position the Nation offers in this respect, because I have learned from experience the part the workingman plays in the world and that his labors are indeed of the highest importance to humanity.

"If it should be decreed that I remain at home, I will be glad of the opportunity of associating with those who have always shown their loyalty in the issuance of a newspaper.

"Many times have I returned to Dayton after an unusually hard season of public work to find that mingling with the men of the press acted as a poultice for my exhausted nerves. My week-end trips, or little excursions at odd times to my newspaper office, always brought me to a realization that there is no place like home."

Dallas Newspapers Form Advertising Club

A study class in advertising, known as the News-Journal Advertising Club, has been formed by the Dallas, Texas, *Morning News*, and the Dallas *Evening Journal*. The club, which is composed of members of the two papers, meets every Monday night. They are covering a course of thirteen lessons which have been written by George W. Lemons, director of advertising.

Employing Lithographers Elect Officers

The National Association of Employing Lithographers at their recent convention at French Lick Springs, Ind., elected the following officers: Earl H. Macoy, president; William S. Forbes, vice-president; and Thomas H. Blodgett, treasurer.

Burnett Joins Liberty Motor Advertising Staff

Verne Edwin Burnett, who has been editor of the National Gleaner Forum, the newspaper of the Gleaner organization, has joined the advertising department of the Liberty Motor Car Company in Detroit.

Mr. Burnett has contributed several articles to the series on the "Men and Women Who Make Our Mediums" in Advertising & Selling, and has written for a large number of other publications.

During the war he worked on *The Stars and Stripes* in Paris and edited *Trench and Camp* at Camp Custer. Before the war he was make-up editor for the *American Boy*, in Detroit.

Fuller Will Advertise Auto School

The Toledo office of the Charles H. Fuller Company has secured the account of the Central Auto School, Detroit. Copy will appear in a list of general and farm mediums.

Spanish and German Papers Admitted to A. N. P. A.

La Prensa, of New York City, and the New Jersey *Freie Zeitung*, of Newark, N. J., have been elected to active membership in the American Newspaper Publishers' Association.

Hopper Agency Places Spray Advertising

The Hopper Advertising Agency, New York, is placing advertising for the Star Massage, Shower Spray, manufactured by the Fitzgerald Manufacturing Company, Torrington, Conn.

Oklahoma Agency Advertises Moco Co.

The Moco Company of America, Oklahoma City, Okla., is placing its advertising through the Southwestern Agency, Oklahoma City. An appropriation for 1921 will be determined upon within the next sixty days.

Eureka Vacuum Cleaner Account With Brooke, Smith & French

The Eureka Vacuum Cleaner Company, of Detroit, has placed its advertising with Brooke, Smith & French of the same city. Plans are under way for a new national campaign.

Penney Sales Increase $3,126,288

J. C. Penney Company reports sales for May, 1920, $3,714,248, an increase of $1,414,832 over same month of 1919. Sales from January 1 to date $12,210,860, showing a gain of $3,126,288 over the corresponding five months last year.

Selling Methods in Persia

Advertising and the use of catalogues are essential, in selling to Persian manufacturers, says *Commerce Reports*, but it is necessary to have the goods for inspection and immediate sale and delivery. It is important for salesmen to remember that a Persian will not accept a proposition on trust.

New Business for Manternach

The Buffalo branch of the Manternach Company, advertising agents, is now handling the accounts of S. J. Sayers & Co., industrial engineers and accountants, and of the Syracuse Sales Company, both of Syracuse, N. Y.

McCann Adds To Frisco Staff

Recent additions to the San Francisco office of the H. K. McCann Company include J. A. Henderson and J. E. Eastman.

Henderson has been in the New York and Cleveland offices of the H. K. McCann Company for some years and is now planning accounts in San Francisco.

Mr. Eastman, formerly in the editorial department of the San Francisco *Examiner*, has joined the copy department.

Made Hotel Advertising Manager

Harold D. Carsey, who was until recently engaged in advertising work in New York city, has been appointed manager of promotion and advertising for the Hotel St. Francis in San Francisco.

H. Q. Hawes on Eastern Trip

H. Q. Hawes, general manager of the San Francisco office of the H. K. McCann Company, is now visiting the East. He will spend part of his time at the Cleveland office and in New York.

Blake Will Handle Publisher's Advertising

J. W. Blake, advertising, Yonkers, N. Y., has been retained by a new publishing firm, Fairfield Publishers, Inc., 110 West Fortieth street, New York.

The new concern, capitalized at $75,000, will market its books exclusively by mail. William G. Clifford, former editor of *International System*, is president of the company, and Emil H. Schwed, secretary and treasurer.



Poster Convention at St. Louis

The thirtieth annual convention of the Poster Advertising Association at St. Louis, July 12 to 16, will have a forward-looking aspect. John Sullivan, secretary-treasurer of the Association of National Advertisers, will speak on "The Future of Advertising," Kerwin H. Fulton, of the Van Beuren and New York Bill Posting Company, will discuss "The Future of Poster Advertising"; H. E. Fisk, of the Poster Advertising Co., is to tell about "The Future of Poster Plant Operation" and Homer J. Buckley, of Buckley-Dement & Co., will explain "The Legislative Problems Confronting Advertisers." Other speakers are scheduled to speak on vital topics. Features of the convention are a luncheon to be given by the Anheuser-Busch Company, an evening trip on the Mississippi and a dinner-dance.

Warfield Agency Advertiser Changes Name

William Dutton & Company, Hastings, Neb., has placed its advertising in the hands of the Warfield Advertising Company, Omaha, Neb., with an initial appropriation of $50,000; $30,000 of which will be used in national media and $20,000 in local media. This same concern formerly advertised over the name of J. H. Haney Company and Frank Rose Manufacturing Company, of Hastings. The business, however, is owned by William Dutton, who with increased factory facilities has extended the firm's activities.

Levey Opens Permanent Offices

Harry Levey, who established in record time last week the Harry Levey Service Corporation with complete facilities for producing educational films, has opened permanent offices at 1662 Broadway, New York. Already the company has almost completed a picture for the Woodrow Manufacturing Company, showing the evolution of laundry methods, and has begun work on a film for the Cole Motor Car Company, depicting the evolution of travel. It has also secured an order to remodel films for the Jewish Welfare Board.

Girls, girls, girls—with here and there the workaday housewife, or the dear little grandmother who has grown old gracefully. Modern advertising must appeal to woman, the great purchasing agent of the home, and Mr. Albert Farrell's charming types have given his work a wide vogue.



Will Place $100,000 Appropriation Direct

The Columbia Steel Tank Company, Kansas City, which will have an appropriation of about $100,000 for the coming year, has decided to place all its advertising direct. Paul Sauer, advertising director, will be in charge.

Advertises "Spring Life"

The Merrill-Hamilton Company, Kansas City, Mo., is now advertising "Spring Life," a lubricant for springs, through the Finney agency in that city. J. G. Gamble, vice-president of the Merrill-Hamilton Company, directs the advertising.

Colorado Springs Advertising Club Elects

At a recent meeting the Advertising Club of Colorado Springs elected H. H. Fawcett, president; A. Vossmeyer, vice-president and treasurer; and George M. Le Crone, Jr., secretary. Frank E. Little and E. A. Powell, with the officers, form the club's directorate.

New Account for D'Arcy

The Watters Corporation, manufacturing mechanical business systems, has placed its advertising appropriation with the D'Arcy Advertising Co. of St. Louis.

Francis J. Best General Manager of A. A. Vantine & Co.

Francis J. Best has been made general manager and sales manager of A. A. Vantine & Co., New York. Mr. Best was formerly advertising manager of Franklin, Simon & Co., and previous to that held that position for four years at R. H. Macy & Co.

Campaign to Protect Investors

The Better Business Bureau of St. Louis, in connection with the Advertising Club of St. Louis, has started a campaign to advise prospective investors regarding the merits of various financial propositions, primarily to guard the investing public against frauds and misrepresentation, and to protect legitimate advertising.

Diagraph Co. Places Account

The Diagraph Company, manufacturers of stencil machines, has placed its advertising appropriation with the Anfenger-Jacobson Company, St. Louis.

Advertises for Sunday School Teachers

The Reverend S. A. Coile, pastor of the McCausland Avenue Presbyterian Church, St. Louis, is advertising in the daily papers for Sunday school teachers, and states that training for this work will be given. Classes are being conducted under the supervision of the International Association in connection with the Church Federation of St. Louis.

Rotogravure, Endorsed by Tire Advertiser, Has Now Really "Arrived" As a Medium

That Is the Significance of the Big "Roto" Campaign In Which the B. F. Goodrich Company Is Covering the Country for Silvertown Tires

An Authorized Interview with

E. D. GIBBS

Director of Advertising, B. F. Goodrich Rubber Co.

By RALPH BEVIN SMITH

GOODRICH has endorsed rotogravure!"

That word, going the rounds of the newspaper offices a couple of months ago, brought to the publishers and to the advertising world what was probably one of the best bits of news that had come to them since the price of print paper had begun to climb and Representative Thompson has launched his project to tax advertising.

"Goodrich has endorsed rotogravure!" What did it mean?

In the first—and least important—place, that practically every newspaper in the country having a Sunday rotogravure section was to get a full-page contract to carry the Silvertown Cord Tire advertising of the B. F. Goodrich Rubber Company.

More significantly, that the rotogravure publishers had found a bellweather advertiser to lead other advertisers into the rich rotogravure field.

Most momentously, that rotogravure had "arrived" as a medium for the biggest and best in national advertising.

Today, everyone interested in advertising knows that the B. F. Goodrich Rubber Company is covering the country with rotogravure, carrying full pages of copy and illustration that stick out of the Sunday newspaper like the proverbial sore thumb.

Perhaps all of those interested do not realize just how literally "covering the country" means "covering the country," do not know that the Silvertown pages have gone into not merely the most important rotogravure sections in key cities, but into every rotogravure section in every city that boasts one. There are just two or three exceptions to that rule where two or three papers have been left out of the schedule to avoid obvious and useless duplication.

When the B. F. Goodrich Company took on the job of playing bellweather to national advertisers who have been watching and waiting at the door of the rotogravure department — hesitating, dubious of the power of rotogravure advertising—looking for some sign to tell them that the "roto" section could be accepted at the value the optimistic publisher placed upon it—it went into the lead with its eyes wide open and with its convictions clinched by the findings of a long period of observation and test. The venture was not an "adventure." It was the outgrowth of two years of experimentation and the product of an investment of some $10,000 in anticipatory study and copy preparation.

It is the knowledge that this fact stands back of the venture that should give value, in the eyes of other advertisers, to Goodrich's endorsement of rotogravure; not the mere fact that Goodrich has placed a campaign that, for power and proportions, has never before been remotely approached in rotogravure.

NO TIRE ADVERTISER IN THE FIELD

Rotogravure since its adoption by the first pioneers among the American newspapers has been largely a "no man's land" in the sense that no man has gone into the advertising columns of the various Sunday "roto" sections with anything like the conviction as to service and the



Three excellent specimens of the rotogravure "copy" being employed in an extensive campaign now under way for the "Silvertown" Cord Tires

Los Angeles Biggest City *of the* West!

From an editorial in the New York Times of June 13, 1920:

"Los Angeles (present population 575,000) may look forward confidently to a whole million in another decade and a few years.

"Nowhere is there more luxury which the eyes of everybody may feast upon, and nowhere is cultivated nature more beautiful. It might be called the City of Flowers, the City of Palms, the Fairyland City.

"It is not usually thought of as a manufacturing city, but the investments in meat packing, foundries, machine shops, flour and grist mills, lumber, car construction, furniture, canning, confectionery and scores of other industries are vast. Oil and salt fields are not far off. With San Pedro as its port, Los Angeles dreams of a growing foreign commerce, the foundations of which have already been laid. Furthermore, all Southern California is its market."

The Los Angeles Examiner is the Biggest Morning and Sunday Paper in the Biggest City West of St. Louis

Los Angeles industries and the neighboring agricultural region received for products last year

$1,143,000,000

The Examiner's weekday circulation is 10,000 copies more than its weekday contemporary's, and

70,000 copies more
than its Sunday
contemporary's

Los Angeles Examiner
The Great Newspaper of The Great Southwest

M. D. HUNTON,
1834 B'way, New York, N. Y.

M. F. IHMSEN,
Publisher

WM. H. WILSON,
909 Hearst Bldg., Chicago, Ill.

confidence as to results with which he approaches the field of black and white and the field of color. "Roto" section advertising in the newspaper represents an investment of considerably more money than is called for by the use of black and white space of the same proportions in other sections and there has been much doubt as to whether the difference in cost was justified by the difference in results. Advertisers have not, except in a few notable instances, been thoroughly "sold" on the superiority of the next-to-picture-matter position over the-next-reading-matter place. They have gone out into this no man's land for a while, and hung on somewhat loosely, unsystematically, without "digging in," and sometimes have gone back to their old intrenched positions in black and white with no very definite convictions arrived at and having made no adequate survey of possibilities or results. Advertisers of luxuries, toilet articles, commodities that appeal to women, have been the most consistent users of rotogravure. Another full-page close to a Silvertown page in a metropolitan rotogravure section lying on my desk at this moment advertises a well-known soap to improve the complexion.

When, some time ago, William H. Rankin, who handles the Goodrich advertising account, and I together arrived at the conviction that rotogravure was an appropriate medium for the advertising of automobile tires, particularly of Silvertown Cord Tires, our thought was, in effect, this:

Silvertown ought to be in rotogravure. Rotogravure seemed to offer a field of tremendous possibilities for a tire advertiser like the B. F. Goodrich Company, a field that no tire advertiser had yet taken advantage of. Silvertown is America's first and best-known cord tire. Its name means character, superior materials, and superior workmanship to every user of automobile tires in the United States. We did not want to "gild the lily" by starting a campaign with "quality" as our copy appeal. It wasn't necessary. It would not even be wise—just as it would not be wise for Tiffany suddenly to begin to run advertising Tiffany quality. The name has long been guarantee enough in both cases. To "too much protest" would be to weaken the strength of that guarantee.

A PLUS EFFORT

On the other hand, Silvertown ought to get the benefit of the distinction, the unspoken quality appeal, that would come from a place in the country's rotogravure sections. A distinguished tire advertised in a distinguished medium that's what we wanted to see. It seemed to us something that, when seen by tire users, would carry its own message as to quality, as to the position of Silvertowns among tires and would lift us right out of the ruck and up above the common level of tire advertising.

So Silvertowns went into rotogravure. Not right away. Not for many months and not, as I have intimated, until we had spent $10,000 in preparation for its entry into this new and—by tire manufacturers—untried field. Another very important point is that it did not make the venture at the expense of advertising in other media. Our rotogravure publicity represents a plus effort. It is a superstructure on the well-constructed edifice of Goodrich advertising and, as such, follows the established principles upon which we have built that advertising.

I shall not say that we have achieved the perfect rotogravure advertisement. Advertising is always progressing and always setting its goal further ahead. I am satisfied

SYSTEMS BOND

"The Rag-content Loft-dried Paper at the Reasonable Price"

THERE are many jobs on which a paper of pleasing color is desired. In addition to the whitest white, SYSTEMS BOND is made in these attractive colors—pink, blue, green, canary, buff, goldenrod.

Whatever color you choose, you can always depend on the **character** of this paper.

A request will bring samples.

Eastern Manufacturing Company

General Sales Offices:

501 Fifth Avenue New York

Mills at Bangor and Lincoln, Maine

that our rotogravure copy is following along the lines that we have found most resultful.

Naturally, in the rotogravure section we are hitching our wagon to pictures. I am a firm believer in the pulling power of the picture wherever it appears and so the appeal of the rotogravure to me has been an especially strong one. Every Sunday I see Mr. Ordinary Citizen and Mrs. Ordinary Citizen reach first for the "roto" when the Sunday paper arrives on their table. This appetite for "pictures first" ties up with the thought back of our rotogravure advertising: advertising in the picture section, the dominating section of the paper, the advertising itself dominated by a picture. Our pages average just about thirty words of copy—no more. Typical of the series is the copy that appears in the initial page:

> The first cord tire made in America was a Goodrich.
>
> Goodrich still makes the first cord tire in America — the Silvertown Cord.

Each layout conveys a single thought to the tire user. Another says to him:

> On the same road with your new Silvertown Cord Tires, you will find a lot of Silvertown Cords of last year, and the year before, still delivering the miles.

A third seeks to put across the sound, healthy self-confidence of the Goodrich Company, not with superlatives, but with the simple statement that:

> If a better tire than the Silvertown Cord is ever made it will still be a Silvertown Cord and Goodrich will make it.

Tube advertising, which is also going to into this series, follows identical lines:

> You have only to use a Goodrich Red Tube to realize that Goodrich knows how to put long life into rubber and keep it there. Goodrich has THE tube.

So much for the copy, which is, as I have said, the least important part of the ensemble. Our problem was not with the copy, but with the picture. What type of pictures would serve us best? The type we selected might seem at first glance to have offered us no problem whatever. But the "seeming" doesn't outlast that first glance. We decided to show in our advertisements one man—or woman — and one Silvertown tire — or inner tube. If you have had any experience with posing models for advertising purposes you know something of our problems. In the series as planned we required such characters as a typical chauffeur, a golfer, a dealer, a garage worker and several types of men and women who looked like average American men and women whom you might expect to find riding on Silvertown tires. There were to be fourteen of these characters in all. To find that fourteen we had to pose 250 models, to pose several of them many times and to pose many times the tire on which they lean in the pictures, the upper half sweeping in an arc across the page. That accounted for some of the $10,000 spent in preparing the series.

We went to this trouble, tried, changed, and tried again, because we were determined that the series in completion should correspond with the series in projection; that it should faithfully represent our ideals in rotogravure advertising and that in going into this new field we should go into it right. We think the results —the pictures of the men and women who look like real "regular" men and women, the strong, dominating impression of the tire, the short, epigramatic copy that clinches the appeal of the illustration—particularly adapted to rotogravure. To get exactly what we wanted we were will-

"The Way I Figure It The Theatre Magazine Ranks Third. Congratulations!"

The business Manager of one of to-day's leading magazines wrote this to the publisher of the

Theatre Magazine

FOR pastime on a railroad journey he was figuring increases in advertising gained by prominent magazines. "To my amazement he says, "I found eight out of fifty-eight publications showed better than 100% increase."

The increase shown by THE THEATRE MAGAZINE is over two hundred per cent!

What does this mean? It means that progressive advertisers who want to address a purchasing public appreciate the fact that the Theatre Magazine is reaching an interested, cultured, acquisitive audience.

Advertising in the Theatre Magazine builds prestige and brings results. A campaign without it is incomplete.

Theatre Magazine

LOUIS MEYER
PAUL MEYER Publishers

6 East 39th St., New York

ing to take the same amount of trouble that we took with our famous illuminated sign at Forty-second street and Fifth avenue, New York, the busiest corner in the world, which, as I remember, was repainted six times, and the flood lights of which were changed ten times before we O.K.'d that representation of the mythical town of Silvertown.

The first picture of the Goodrich rotogravure series appeared on Sunday, May 30. This advertising marks, beyond question, one of the most radical departures and progressive steps ever made in the history of tire advertising. It is estimated that each picture will be read by not less than 5,000,000 persons each week. The series will continue throughout the months of June, July and August. The publishers of the newspapers in which this advertising will appear have assured us of their heartiest cooperation to make the campaign the biggest kind of a success. Is it not to their interests as well as to ours that it should succeed? I may say, not as advertising director for Silvertown tires, but as an advertising man watching the progress of advertising in America, that the day upon which Mr. Rankin and I called thirty-two newspaper representatives together in Chicago and announced to them that the B. F. Goodrich Company was going to cover the country with a full-page rotogravure advertising campaign was a red-letter day for rotogravure.

Stanley Balmer Knox

Stanley Balmer Knox, sales engineer and member of a prominent family of Brooklyn, died Wednesday at his home in Wantagh, L. I.

Douglas Motors Uses Two Agencies

The Douglas Motors Company, Omaha, Neb., is placing part of its advertising through the Southwestern Advertising Company, Oklahoma City, and part through the Omaha office of the Poots-Turnbull Company.

Griffith Incorporates Film Company

The motion picture production business which has been conducted by David W. Griffith has been incorporated under Maryland laws as D. W. Griffith, Inc. The new company acquires all the assets of the business, including 48½ acres of land at Mamaroneck, N. Y., with the Griffith studio and equipment, ownership of a large number of productions already released, productions in process, contracts with distributing companies, stars and specialists in each branch of the industry.

The new corporation will have 500,000 shares of stock, of which 125,000 shares will be Class A and 375,000 shares Class B, both without par value. In payment for the assets of his business Mr. Griffith will receive all of the Class B stock.

Tire Sales Will Exceed a Billion Dollars

Remarkable growth of the automobile industry during the last four years and especially since the close of the war is reflected in the expanding production and growing prosperity of the rubber companies, says the *Wall Street Journal*.

Total sales of rubber tires in the United States this year will exceed $1,000,000,000. In 1916 they were less than $500,000,000. In the current year approximately 40,000,000 tires will be produced, compared with 18,500,000 in 1916. In addition, millions of dollars' worth of rubber footwear, clothing and mechanical goods will be turned out.

Net sales of the United States Rubber Company for 1920 is estimated at $300,000,000; for the Goodyear Tire & Rubber Company, $225,000,000, and $210,000,000 for the B. F. Goodrich Company.

Newspaper Advertising Man Resigns

Charles N. Fleming, who until recently was advertising manager of *La Capitale*, an Italian newspaper published at Sacramento, Cal., has been made manager of the printing and bookbinding department of the H. S. Crocker Company, Inc., in that city.

A Novel Sale Advertisement

Hale's of Sacramento, in a recent advertising, offered free tickets to the performances of "Keep Her Smiling" to the first seventy-five people who turned into the store the greatest number of corrections to typographical errors purposely left in a full-page newspaper advertisement. The advertisement called attention to numerous articles contemplated to keep various members of the family "smiling" and made the subjects of a sale event.

How Henry Ford Advertises

Henry Ford is always advertising in an unconventional way, says *Minnesota Advertising*. He seems to be prejudiced against the accepted mediums, such as the magazines, newspapers, billboards and card cards, and yet each year his advertising bill is fully as large as any of our leading national advertisers.

One year it was his $5 a day minimum wage. At another time it was his peace ship.

Last year it was his libel suit. Again it was his candidacy for the Senate of the United States. Whether or not these forms of advertising produces results is a question, but Mr. Ford seems to like them.

His latest departure in the realm of advertising, of a unique nature, is the Ford Educational Weekly. Most patrons of the movie theaters have seen one or more editions of this weekly. Each one is on some subject widely at variance with the previous subject, and none of them have anything to do with Ford cars.

The only place where the Ford comes into it, is in the title which reads, "Distributed by the Ford Motor Company." This is certainly indirect advertising, but the distribution of it costs Mr. Ford nothing. The only expense is the preparation. The theaters that contract for this service pay $1 a month or 25 cents a film.

If the preparation of each film costs $10,000, fifty-two films would cost $520,000, which is not a large appropriation for a concern doing the volume of business that the Ford Motor Company is. This is an odd form of advertising, but as we stated above, Mr. Ford does not seem to care to use the accepted mediums.

Sam Brown Hated Advertising

Sam Brown hated advertising! He despised the circular that was placed on his disk, and he disliked the ads in the street cars. He detested the newspapers that shrieked "Bargains to-day" and he wished all advertising houses, advertisers and advertising solicitors were in Hades. Sam Brown was an ordinary man, but he was obstinate. He abhorred publicity and he knew it. But one night he saw a great light. He had a dream. And this is what he dreamed:

That he awoke one morning in a world that was free from advertising. He went to the grocer to purchase some breakfast food for his wife. All the grocer's goods were put up in plain packages. Sam looked around. He couldn't remember the name of the stuff, took the first thing handed him and got the deuce from his wife. Out on the street the cars shot by, with no names on them. Sam took a chance and boarded the wrong one. Got off at the wrong street, because the conductor did not shout out the street names.

In his office building he enters a manicure shop instead of his own. There were no signs on the doors. He had to walk from the second to the tenth floor, as it was against the rules of the elevator boy to call floors.

At his desk he fumed. Where was the mail man? Oh! There was only one mail a day, as the mail was very light since advertising was prohibited. Where's the phone book? Not allowed; its advertising. Bring in the letter from Smith & Co. The poor stenographer could not find it. There were no names on any of the letterheads.

Sam Brown started to kick. No advertising? How could he tell what show was in town. How could he pick out his favorite brand of cigars without the bands around them.

And where was his little cigar cutter? Sam started to figure it out. Where was that little silver pencil that the jeweler presented to him? It was a little souvenir when he made some purchase. Gone, too. All those little desk blotters, match stands, pin trays and rulers, those little useful gifts from his business friends had been prohibited by the Non-Ad-Society. What day was it? No calendar? Of course not, that was advertising.

That was too much; it infringed on Sam's personal affairs. Sam thought. Maybe there was some good in advertising. Perhaps he was wrong and the rest of the world was right. Those little gifts that he treasured so were gone. He had never thought of those as advertising. They always come under the head of gifts from appreciative folks to whom he had always given his business. It's a shame! There ought to be a law against advertising. Something ought to be done.

Then Big Ben, the alarm clock, and Sam Brown awoke again upon a world full of advertising. But he had seen a great light, and he had learned to appreciate advertising.—*Record, Potomac, Ill.*

United States Clocks Are in Demand

Cuba, South American countries, Japan and India continue as fruitful export fields for the manufacturers of American clocks. Japan, however, is taking only high grade timepieces, according to importers, as she produces cheap clocks in her own factories. Exporters to Japan are careful whom they sell now, as some Japanese buyers have turned out to be prolific imitators of the American product.



Remembrance Advertising

Trade Mark



"The House of Quality"

"Yes, A Present From My Grocer—Came Last Week With A Sack of Snowflake."

Achieving a friendly intimacy forbidden less generous forms of sales effort, Remembrance Advertising sturdily builds business by quietly building Good Will.

It deftly avoids the wearying, self-centered appeal "Buy, buy of me." Instead it says quite simply, "Thank you so much. Please come again;" thus awakening a warm sense of gratitude more powerful than the most vigorous sales argument; and—if the choice of the gift be intelligently made—measuring its life, not in moments, but in months, even years.

In the world's largest institution of its kind, Brown and Bigelow design and produce a worthy line of Good Will gifts—the Dust Cap here shown and other useful Cloth specialties—warm-hearted Holiday Business Greetings—worth-while desk and pocket articles of rich Mission Leather—choice Calendars of rare harmony and beauty.

They have enlisted a thousand skilled workers in the pleasant task of making business relations more friendly. For sixty-five thousand appreciative clients they are building the Good Will that makes next year's business more than an accident.

Brown & Bigelow—Quality Park—Saint Paul—Minnesota

SAULT STE. MARIE, ONTARIO

were supplied to the Junior club as well as the school. The Juniors take part in the programs themselves for the most part.

Besides this co-operation, the Senior club helps place the students when they graduate. Calls are received from newspapers, and from many businesses desiring young men trained in advertising and salesmanship.

ALLIED WITH CHAMBER OF COMMERCE

Many of the boys, like their three delegates to the convention, are also members of the Junior Chamber of Commerce. There, as members of the Junior Advertising Club, they form the first of four bureaus which is known as the Advertising and Selling Bureau. This group makes trips through publishing houses and other places of industrial activity where it listens to talks and demonstrations along many lines.

These trips, lectures and club meetings are helpful and interesting, they vitalize the school class work, and the juniors are very grateful. Commenting on a lecture which the club had heard, the youthful Mr. Lebowitz in his paper on "The Benefits of the Junior Advertising Club Movement," says: "Our textbook also discussed these three classes of advertising and the relation between the buyer and the advertising but I am sure that we got more from Mr. Hargrave than from Mr. Starch, the author of our textbook."

So successful has the Des Moines Junior Advertising Club proved that, since the early part of the year, E. N. Hopkins and his committee have been engaged in spreading the movement nationally. The idea has received the approval of E. T. Meredith, who said he was for it, "from the word 'go'," and of C. A. Baumgart, who as president of the Associated Advertising Clubs of Iowa, has co-operated with the movement. These endorsements and a plan for the organization of a High School Junior Advertising Club has been put in booklet form. When explained to the Club Secretaries Conference at Indianapolis during the convention the secretaries were greatly impressed. They assured co-operation and passed a motion asked that matter giving details of the work be mailed to them. At Shenandoah and Fort Dodge, Ia., the advertising clubs have already joined the movement.

Ellis Succeeds Millis In Indianapolis "News" Advertising Office

Tracy W. Ellis has been appointed assistant advertising manager of the Indianapolis *News* by Frank T. Carroll, manager of advertising. Mr. Ellis will have charge of the local display advertising. This is a position which he has been filling during the past few months while Fred Millis, formerly assistant advertising manager, was on a leave of absence to act as executive secretary of the Convention Board in charge of the World's Advertising Convention which was held in Indianapolis in June. Mr. Millis has resigned from the *News* to become director of promotion for the Indianapolis Chamber of Commerce.



TRACY W. ELLIS

Mr. Ellis has been a member of the display staff of the *News* for five years. Previous to that he was a classified solicitor on the paper, having come there from the Indianapolis *Sun*.

Wales Adds Conlin to Staff

Edward C. Conlin, for fifteen years with the advertising department of the Frank A. Munsey Company, has become a member of the Wales Advertising Company staff and will specialize in the development of new campaigns.

William H. Muldoon Dies at 73

William H. Muldoon, veteran New York newspaperman, died at his home in Brooklyn on July 1, at the age of seventy-three. Mr. Muldoon began his long journalistic career in 1869. When only twenty-three years of age he was made city editor of the Brooklyn *Standard Union*, the youngest holder of that position in the paper's history. Later he became city editor of the Brooklyn *Daily Eagle*. From 1893 to 1896 he served as city editor of the New York *Times*, and then returned to the *Eagle* to write special articles. He continued his writing for various papers until last winter.

About two years ago Mr. Muldoon was appointed secretary of the Brooklyn Park Department and has held that position ever since.

One More Railroad Account for Kelley

The Chicago, Rock Island & Pacific Railroad has engaged the services of the Martin V. Kelley Company to conduct its advertising campaign. The account will be handled through the agency's Chicago office.

Standard Advertising Company Expands

At a recent meeting of the stockholders of the Standard Advertising Company, Chicago, it was voted to increase the capital stock from $150,000 to $450,000. The majority of the stockholders are said to be merchant-customers of the concern.

H. C. Daych Resigns

H. C. Daych has resigned as eastern advertising manager of *Associated Advertising* to join an advertising agency now being organized.

Poster Company Increases Capital

The Poster Advertising Company, New York city, has increased its capital from $98,000 to $250,000.

Atlantic and Pacific Sales Increase Nearly $23,000,000

Sales of the Great Atlantic and Pacific Tea Company for the first three months of the current fiscal year were $65,884,721, against $43,055,584 for the corresponding months of last year.

Kansas City "Star" Goes Up

The Kansas City *Star* has increased its subscription rates in local and suburban territory to 20 cents a week and to 30 cents for all outside territory. Rapidly mounting costs in newspaper production, paper, and the new advance in the postage rate are the reasons given for the increase.

Del Monte Advertising Wins Prize

The cup offered by the Pacific Coast Division of the Associated Advertising Clubs of the World for the best individual exhibit of advertising each year has been awarded to the advertising display for Del Monte products. This is the second year that this advertiser has won the cup.

Walter Campbell Taylor

Walter Campbell Taylor, journalist and economist, died on Sunday at his home in Wellesley Hills, Mass. He had been editor of the Portsmouth, Ohio, *Blade*, the Columbus *Dispatch*, the *Shoe and Leather Gazette* of St. Louis; the Shoe Department of the *Dry Goods Economist*, New York, and later of the *Boot and Shoe Recorder* of Boston.

Breitwieser, Editor, "Western Advertising"

Joseph V. Breitwieser professor of advertising at the University of California, has been made editor of Western Advertising to succeed Hugo E. Agnew. Mr. Agnew has joined the Department of Advertising and Marketing at New York University.

Advertising Man Made Secretary

Paul N. White, director of publicity for Hamilton B. Wills, New York, has been made secretary of Hamilton B. Wills & Co., which has taken over Mr. Wills' business and assets.

McCrory Sales Increase 20 Percent

The McCrory Stores Corporation reports sales as follows: For May, 1920, $1,099,200, against $913,707 in 1919, an increase of 20.30 per cent. For the year to May 30, the sales were $5,063,704, against $4,192,684 in 1919, or 20.78 per cent more.

International Advertiser Changes Name

The Inland Machine Works of St. Louis, large international advertiser, has changed its name to the Stark Inland Machine Works, taking the name of its president and principal stockholder, Ottmar Stark.

New Campaign for Charms

The Charms Company, Newark, N. J., through the media of car advertising in practically every state, will soon introduce a new size of their fruit tablets to be known as Banquet Charms.

Good, Better, Best.
Never let it rest;
Till the Good is Better
And the Better Best.

Copyright



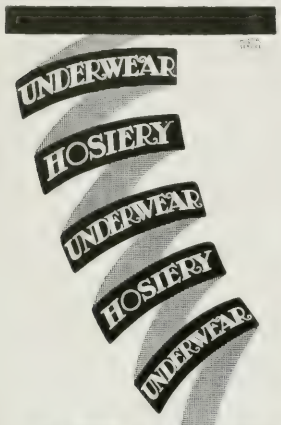
Martin Ullman
Managing Artist

Clyde A. Criswell
Sales Manager

Edward V. Johnson
Art Director

GOTHAM STUDIOS INC., 111 East 24th Street New York

"We desire to employ a high grade salesman in the capacity of assistant sales manager. We want a man of pleasing personality, initiative and constructive ability. In fact, quite generally experienced, preferably in canned goods and dried fruit. He must be able to equip and handle retail salesmen; be a good correspondent; not too old to adjust himself to new surroundings and be willing to work hard. To such a man the possibilities in this position are limited only by his ability. We are willing to pay the price for a man who can qualify. We offer congenial surroundings with a growing organization. If you can stand the acid test, address PICKERELL & CRAIG CO., INC., Louisville, Ky."



The Underwear & Hosiery Review
320 BROADWAY NEW YORK

The Woman's Viewpoint

backed by a long experience

in all branches of

ADVERTISING

ADVERTISING
COPY SERVICE BOOKLETS

MINNA HALL SIMMONS

15 West 38th Street
Room 1205

PHONE GREELEY 5596

POSTAGE

The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting. Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.

POSTAGE · 18 East 18th St., New York City

We specialize in house to house distributing of

Advertising Literature and Advertising Samples

We solicit your account

JAMES T. CASSIDY

206 No. Front St., PHILADELPHIA, PA.

Write for our paper "FACTS"

Cordage Companies Form Association

A number or prominent cordage companies have organized a cordage institute, with headquarters at 52 Broadway, New York. In announcing the new organization, J. S. McDaniel, secretary, said that it was modeled on the lines of the American Iron and Steel Institute, the Textile Alliance, the Rubber Association of America, and similar trade groups, one purpose being to make the association national in scope.

Among the companies affiliated with the institute are the Plymouth Cordage Company, the Whitlock Cordage Company, the New Bedford Cordage Company, the Columbian Rope Company, the Wall Rope Works, Inc., the Consumers' Cordage Company, Ltd., the R. A. Kelly Company and the Hoover & Allison Company.

Officers elected at a meeting on June 17 are: F. C. Holmes, of the Plymouth Company, president; H. A. Whitlock, vice-president. These men, with F. A. Bryant, of the New Bedford Cordage Company, compose the executive committee. Mr. McDaniel was formerly with the National Terra Cotta Society. Gilbert H. Montague will act as attorney for the institute.

World Press Congress Postponed

Dean Walter Williams, of the School of Journalism of the University of Missouri, president of the Press Congress of the World, has announced that the executive committee of congress, in conference with the New South Wales Government, has reset the date of the congress for March-April, 1921. Various conflicting world meetings and other apparently unavoidable conditions for the present year made the postponement of the congress session appear desirable to the host Government and the executive committee. Appointments of delegates heretofore made will hold for the 1921 session. Particulars of the new program will be issued in the July congress bulletin.

Sample Fair at Prague in September

The city of Prague has established an institution for commercial fairs, corresponding to the fairs held in Leipzig, Germany, and Lyons, France, the Czecho-Slovak Legation at Washington has announced. Every spring and fall sample exhibits will be held, and manufacturers and business men from all parts of the world will participate.

The next fair will be held September 5 to 28 of this year, and the Czecho-Slovak Government is particularly desirous of interesting American business interests in the event.

English International Exhibit in Fall

The twenty-fourth international exhibition and market of the grocery, provisions, oil and Italian warehouse and allied trades will open on September 18, 1920, in Royal Agricultural Hall, London, England, and continue for one week. The exhibition covers fittings, fixtures, machinery, food products, raw materials, general equipments and accessories for use in the trades named and all their allied industries, and is, as stated, international in character.

A copy of the application blank used and a diagram of the exhibition floor have been supplied by Consul General W. Stanley Hollis, of London, and may be seen at the district offices of the Bureau of Foreign and Domestic Commerce upon referring to file No. 3754.

Catalogues Wanted in Armenia

A chamber of commerce and industry has recently been organized in Erivan, the capital of Armenia. This body is especially desirous of encouraging in every way possible close trade relations between the United States and Armenia. As a means to that end it is requested that catalogues of American machinery and products be sent it. These may be sent in care of Mr. G. Zakharian, Chamber of Commerce and Industry of Armenia, Erivan, Armenia.

Plans "House Organ" Exhibit

An exhibit of house organs, the publications of firms and corporations for circulation among their employees and patrons, will be held in San Francisco in August under the direction of the Extension Division of the University of California. The exhibition is being arranged for by Louis Franklin Overstreet, instructor in advertising, and will open on August 12, at the Emanu-El School Building, 1337 Sutter street.

Editors of house organs are invited to send current numbers of their publications to Mr. Overstreet, Room 301, California Hall, Berkeley, Cal.

Frowert Agency's Business Makes Big Gain

The business of the Percival K. Frowert Co., New York advertising agency, for the first six months of this year is reported to have been greater than any one year's business since the company established in New York.

PAPER

The Manufacturer's Journal

GOES into every paper and pulp mill in this country and Canada. It is read by the big production men in these mills and saved by them for future reference. It is the standard authority devoted to the subject of paper making and is recognized as such throughout the world.

PAPER is read by men who recommend and buy millions of dollars worth of equipment. They use this publication as their textbook. If you have a product that can be used by this industry let us tell you how PAPER can sell it for you.

PAPER, 471 Fourth Ave., N. Y.

"GIBBONS KNOWS CANADA"

MONTREAL TORONTO WINNIPEG

New Publications

"Anglo-Swiss Review"

A new magazine, called the *Anglo-Swiss Review*, has appeared in Switzerland. This publication is printed in English and its avowed purpose is to foster closer commercial relations between England and Switzerland.

"National Safety News"

On July 5, the first issue of the *National Safety News* made its appearance. This magazine has heretofore been published as a weekly news-letter for the executives of 7,500 industrial plants making up the National Safety Council. It is devoted to the interests of accident prevention and the health of industrial workers. Louis Resnick, who has been director of publicity for the council, is the editor of the new publication, and John W. Bready, formerly of the advertising department of Marshall, Field & Co., has been appointed advertising manager. The magazine will accept only advertisements of merchandise and services that can be used for the conservation of human life or the promotion of health of industrial workers.

"American Mine Reporter"

The American Mine Reporter, devoted to mining and oil, is a new weekly published in San Francisco by the Reporter Publishing Company. Joseph F. Nenzel is president and Fred L. Miner is editor.

Selling a Chinaman American Advertising

J. A. Hyndman, who travels the Far East for the *World Salesman*, put over a new stunt in advertising on his last trip to China. It seems that he "breezed" into the office of a Chinese firm in Hankow; but couldn't converse fluently with the head of the house because *he* couldn't speak Chinese and the Chinaman couldn't speak English!

But Hyndman was not to be stumped by any such simple situation as that. He hauled out a copy of his magazine and opened to the section printed in Chinese. His prospect sat up and took notice. Hyndman proceeded to indicate on his fingers how many times a year the magazine appeared. He pointed to the various sizes of space and indicated in Japanese numerals, which are said to be somewhat like the Chinese, the cost of each space.

The Chinaman didn't ask about A. B. C membership, circulation, reader influence, distribution, editorial policy, etc. He couldn't. But he liked the looks of the paper, the articles in Chinese, the advertisers—and the price. So he put his "hong" on a contract for twelve half-pages!

That wasn't all, however. Hyndman had the contract—and the check, too, in a few minutes—but he had no copy. He couldn't make his new client understand what under the Celestial sun he wanted more; so they both repaired to the Hankow Chamber of Commerce (whatever it is in Chinese) and there Hyndman finally got his copy.

"The National Traveler"

The National Traveler is an attractive monthly periodical published for traveling salesmen by the Littlehale Publishing Company, New York. It is the official organ of the National Council of Traveling Salesmen's Associations which now includes eleven salesmen's organizations.

"Edict"

In Chicago there is now being published each month a magazine by and for women of Illinois. It is called *Edict* and is the official magazine of the Illinois Federation of Women's Clubs. The June issue, which was the art and convention number, had forty-eight pages, with a good proportion of advertising.

Oregon Fruit Growers Organized

Fruit growers in the Northwest are following the lead of the California growers in co-operative growing and marketing of their products. Several small organizations of growers have been in existence for some time past, but an organization which controls effectually the drying and canning fruit production in the State of Oregon and in Clark County, Washington, has just been perfected.

The new association, known as the Oregon Growers' Cooperative Association, has been formed by growers of prunes, berries and other fruits, and will market their products along the lines adopted by the California growers. The association will begin operations this season, operating extensively in the dried fruit market, and doing as much with canned fruits as the can situation will allow. The association now has under construction a number of canneries, but does not expect to get this branch of its business functioning to any great extent this year because of their inability to obtain containers, tin can manufacturers being behind in their deliveries even to their regular trade.

Robert C. Paulus, former manager of the Salem, Ore., Fruit Union, is acting as general sales manager of the new organization, while J. O. Holt is managing the packing end of the business. Professor C. I. Lewis is organization manager of the association. The Washington section of the association goes under the name of the Washington Growers' Packing Corporation, growers in that state wishing to preserve their own identity in the organization. The entire association is a non-profit organization, modeled directly after the large California bodies.

"Trade Ambassadors" to Aid English Commerce

With a view to developing British overseas markets, a bill is to be shortly introduced into Parliament providing a fund of £100,000 for the maintenance by the Government of the British Empire Exhibition, according to the American Chamber of Commerce in London.

The exhibition is aimed to demonstrate the resources and manufacturing possibilities of the British Empire and will be organized in London on a large scale.

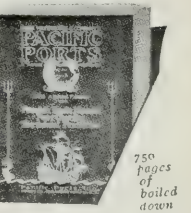
The enterprising policy adopted by the Federation of British Industries in appointing Trade Ambassadors in the principal markets of the world to safeguard the interests of British manufacturers and to develop, wherever possible, the consumption and sale of British commodities, is also assisting the development of new markets, says the American Chamber. Representatives of wide experience, and experts in foreign trade who are paid good salaries, have already been appointed in many countries, while special arrangements have been made for honoray correspondents in the United States, Denmark, Finland, Cuba, Mexico, Egypt, France and China.

1c a Page for the actual HOW on foreign trade

There is now available for your desk the most complete manual on Pacific Ocean Commerce ever offered manufacturers and exporters — a 750-page book covering step by step the very facts that foreign traders must know, revealing not merely what ought to be done, but HOW to do it. This manual is the only work that makes any pretense of supplying the detailed information about what each Pacific Port produces — what cargoes go through them—what the countries back of them require and can use—what sellers, buyers, and transportation companies must do to do business with such ports. The information is accurate, dependable — the editors of PACIFIC PORTS searched the whole field for the bed rock facts—associate editors abroad supplied the latest data on all subjects covered. No need to guess—no excuse for great expense—no need to search, for here in the 1920 PACIFIC PORTS MANUAL you will find the facts in language you can understand. Each edition of this great work has been the most complete and authoritative of its kind—this is the sixth and greatest edition—a commercial dictionary—a description of the products and wants of the Pacific Ocean countries — the trade possibilities for American industries in each country. You are shown how to ascertain the field for your product—the freight rates to Pacific ports—given tables covering international trade furnished important "hows" all exporters should know—shown custom procedure—provided page after page of specific help, timely suggestions and advice that will greatly aid you in getting a firmer hold on foreign trade opportunities. The best way to determine the value of this 750-page manual is to examine a copy. This you may do with the distinct understanding that if after reviewing the book, you are not more than satisfied you need merely notify us and we will cancel all obligations. The coupon is ready for your signature. Sign it now.

59 page index

To index the subjects covered requires 59 pages. Here is a hint of how complete this book is.
Financing Foreign Trade—Cable Rates to Pacific Countries—Table of Amounts, Calculation of Cargo space—Ports of the Pacific Ocean—Treaty Ports and Ports of Call—Packing for Export—Principal Sources of Pacific Products—Important Trade Maps—Pacific Markets for U. S. Goods—How U. S. Bureau Aids Exporters—Money Conversion Tables Coins of the World—Index to Directory of Exporters and Importers—Directory of Exporters and Importers.



750 pages of boiled down Facts, Maps, Figures, Tables and Other Data

TO BE MAILED TODAY

PACIFIC PORTS, Inc.
428 *Central Building, Seattle, Washington*

I would like to examine a copy of the 1920, 750 page Pacific Ports Foreign Trade Manual, so send me a copy and bill in the usual way for $7.50. If after ten days' examination I am not satisfied I may return the book and you are to cancel all obligations. (A. S.)

Name .....
Street and No. .....
City and State .....

(5% discount cash with order).
Money refunded if dissatisfied.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

Features in This Number

July 10, 1920

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When a Concern Advertises it Enters a New Field of Production and Must Recognize It.

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The Testimonial Method Helped to Expand Stone & Webster Into a National Concern.

How the 1920 Washer Solved Its Problem 7
An Interesting Advertising Situation, Met in a Novel Way, Gave Distinctive Identity to a Competitive Product.

How "Tubal Bloom" Got Reader Interest 8
A Book with a Message to Both Boiler Tube Users and Copy Writers.

Reducing Scientific Principles to Plain Sales Talk.....*H. M. Waddell* 10
How the General Gas Light Company, of New York, Made a Technical Proposition Appear Very Easy to Grasp.

Advertising a Big Factor in 1920 Politics 14
A Goodly Share of the $100,000,000 for Campaigning Will Go Toward "Selling" the Merits of Candidates.

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The Personal Salesman and His Boss.....*Lewellyn Pratt* 20
Get the Right Kind, Give it the Right Job, for Results, Says Exponent of "Specialities."

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They Are Being Used in Many Ways to Further the Rochester Motors Campaign.

The "Non-Skid" Survey of House Organs 27
How Eighty Editors Defined the Duties and Functions of the Ideal Employes' Magazine.

Another Ohio Publisher in the Presidential Race 32
James M. Cox, Owner of Daily Newspapers in Dayton and Springfield, Nominated at San Francisco.

The Goodrich Company Endorses Rotogravure..*Ralph Bevin Smith* 36
E. D. Gibbs, Director of Advertising, Explains the Significance of the New Silvertown Campaign.

Preparing Young America for Real Careers 43
How the Des Moines Advertising Club is Fostering the Junior Movement.

Calendar of Coming Events

July 12-14—Annual Convention and Style Show, the Retail Shoe Dealers of New York State, Onondaga Hotel, Syracuse, N. Y.

July 12-15—Twenty-third Annual Convention, Georgia Press Association, Carrollton, Ga.

July 12-16—Annual Convention Poster Advertising Association, Hotel Statler, St. Louis, Mo.

July 14—National Garment Retailers' Association Convention, New York.

July 14—Manufacturers' Aircraft Association Convention, New York.

July 19-26—Convention Wall Paper Manufacturers' Association, New York.

July 19-21—Southern Publishers' Association Meeting, Asheville, N. C.

July 19-21—Thirty-Fourth Annual Convention, International Association of Display Men, Detroit, Mich.

July 26-31—Merchandise Exhibit, Grand Central Palace, New York.

Italy Limits Sale of Motors

According to the American Chamber of Commerce in London, British and American motor manufacturers are likely to be seriously affected by the decree of the Italian Government, recently issued, prohibiting manufacturers of motor vehicles in Italy from selling more than 10 per cent of their products in the home market, thus releasing 90 per cent for export to other markets.

As a result of this decree, and in order to prevent her markets from being flooded, France has prohibited the importation of all foreign cars, and it is stated that Switzerland is contemplating a similar restriction.

Great Britain at present, says the American Chamber, imposes a duty of 33 1-3 per cent on all pleasure vehicles imported, but agricultural and commercial motors are free of import duty and therefore British manufacturers are thoroughly alarmed at the possibility of the home market becoming swamped by various foreign makes of business vehicles. The F. I. A. T. Company of Turin, aided by the Italian Government, recently transported from Leghorn to London a large cargo of their motor cars, motor lorries and agricultural tractors.

Realising that competition will be very severe, and in view of the fact that America is reported to be making two million cars this year, of which one million are for export, and that France, Italy and Switzerland also aim at producing a large number of cars for export, British manufacturers are making strenuous efforts to meet the demand for British motors in South America, United States of America, and the British Empire. Some companies are already setting aside a regular proportion of output for export, and the Austin Company of Birmingham states that at present their policy is to set aside one-third of their total output in this way and later on they hope to increase the proportion to one-half.

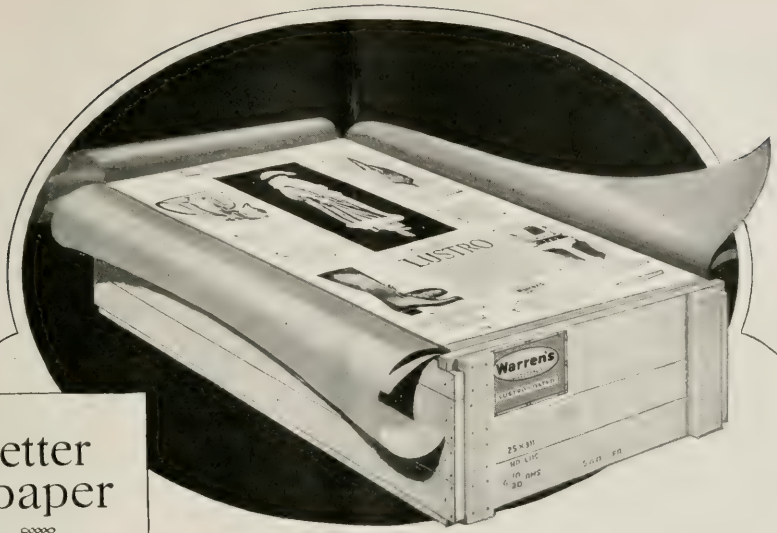
The tendency to big amalgamations in the motor industry is again shown, says the American Chamber, by the announcement that Sir H. McGowran, managing director of Nobel's and Explosives Trades Ltd., and A. Chamberlain, chairman of Messrs. Kynoch's, Ltd., have completed the purchase of £5,000,000 worth of stock of General Motors Corporation, which is taken by many to mean the manufacture in England of certain products of General Motors.

Wadman Will Place New Auto Account

Advertising for a new Duesenberg automobile to be manufactured by the Duesenberg Automobile & Motors Co., Indianapolis, and to be known as the "Eight-in-a-Row," will be placed through Rex W. Wadman, Inc., New York. Trade and class papers will be used this year with a national campaign planned for 1921.

Army Has New Sales Plan

A new sales program for the disposing of surplus war materials was put into operation by the United States Army on July 1. Sales have been placed under the direction of officers in charge of six "control depots," which have been established at Atlanta, Boston, New York, Chicago, San Antonio, Texas, and San Francisco.



better paper better printing

THERE is logic in the connection between Better Paper and Better Printing.

But we do not want to proclaim Better Paper as the *only* thing necessary to Better Printing.

Into every job of work well done there enters a moral question of men and methods.

Do you know how to deal with a printer? Do you demand that he "sell you" on suggestions that he makes for your benefit? Do you help him to understand just what your catalog or your booklet is to mean to you, your salesmen, your distributors, and your customers?

Did you ever hear of a man calling up a printer and telling him that circumstances permitted him more time to finish a particular job?

These things, as well as Better Paper, affect the production of Better Printing.

The reason for the standardization of Warren's Standard Printing Papers and the reason for each of the dozen different Warren Standards are that we under tand just what blank paper means to a printer. Also we understand just what printing means to a man who has merchandise to sell.

S. D. WARREN COMPANY, Boston, Mass.

Examples of printing on Warren's Standard Printing Papers are to be seen in Warren Service Pieces, Suggestion Books, and Brochures, which the larger print shops have on exhibit. These books are also in the offices of leading paper merchants, and in those clubs whose libraries are devoted to the examples and lore of printing.

Warren's Standard Printing Papers are

Warren's Cameo
Dull coated for artistic half-tone printing

Warren's Lustro
The highest refinement of surface in glossy coated paper

Warren's Warrentown Coated Book
Glossy surface for fine half-tone and process color work

Warren's Cumberland Coated Book
A recognized standard glossy-coated paper

Warren's Silkote
Semi-dull surface, noted for practical printing qualities

Warren's Printone
Semi-coated. Better than super, cheaper than coated

Warren's Library Text
English finish for medium screen half-tones

Warren's Olde Style
A watermarked antique finish for type and line illustration

Warren's Cumberland Super Book
Super-calendered paper of standard, uniform quality

Warren's Cumberland Machine Book
A dependable, hand-sorted, machine finish paper

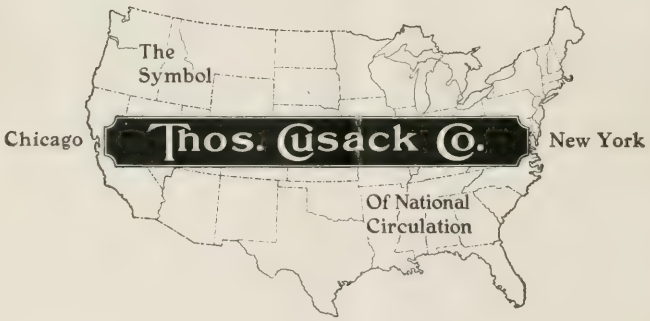
Warren's Artogravure
Developed especially for offset printing

Warren's India
For thin editions

Warren's
STANDARD
Printing Papers

Let's Go!

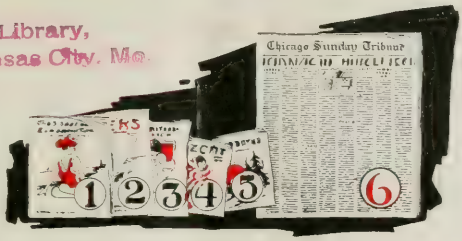
The only people who are "not ready" for Outdoor Advertising are those who are not ready for more business.



Advertising & Selling

JULY 17, 1920

ublic Library,
Kansas City, Mo.



The Chicago Tribune Leads 144 Magazines

THERE are 150 "general" magazines listed by The Standard Rate & Data Service. Of this number only 11 exceed The Chicago Daily Tribune in circulation, and only 5 (3 weeklies and 2 monthlies) exceed The Chicago Sunday Tribune.

FURTHERMORE, The Chicago Tribune has a great advantage over even those few magazines which exceed it in circulation, because its tremendous influence is concentrated on one rich, compact market. The Chicago territory (Illinois, Indiana, Iowa, Michigan and Wisconsin) has one-fifth of the wealth of the United States distributed among twice as many people as live in all Canada. In this most desirable territory, The Chicago Tribune (reaching one family in five), has a larger circulation than any other medium.

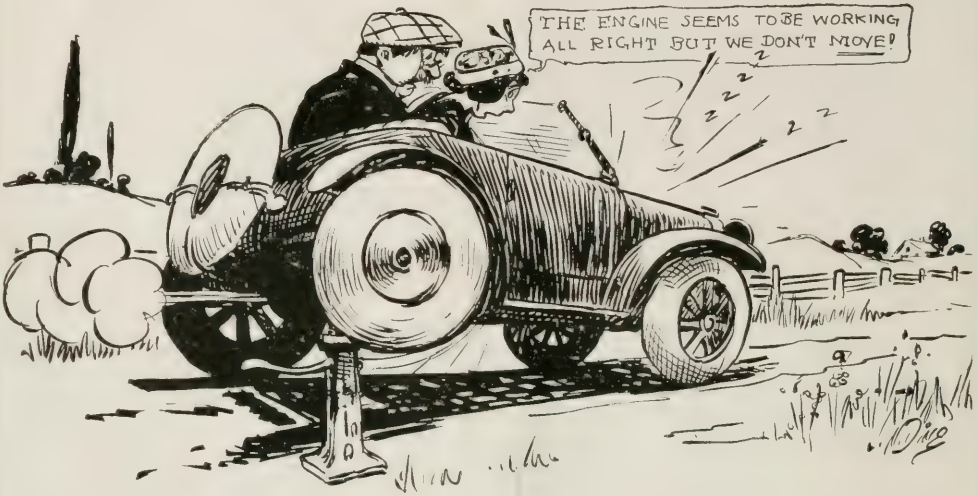
THESE are some of the reasons why The Tribune is recognized by advertisers as one of the greatest mediums available for national advertising.

The Tribune's 1920 BOOK OF FACTS will be sent free to any selling organization if requested on business stationery.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Circulation more than 400,000 Daily, 700,000 Sunday



GET DOWN TO EARTH

If you want to make progress in an automobile or in an advertising campaign you must have all four wheels on the ground.

If you will make use of the service Successful Farming has to offer you will be carried swiftly and surely to the very heart of the farm market in the great food producing heart of the country.

Add the buying power of more than 800,000 farm families served by Successful Farming to your present market, and see your percentage of profits increase with the same overhead.

SUCCESSFUL FARMING

E. T. MEREDITH, Publisher
Des Moines, Iowa

T. W. LeQUATTE
Advertising Manager



ADVERTISING & SELLING, JULY 17, 1920
30th year. No. 4. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1870. Price, 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City

"Happiness in Every Box"









38,246 people
crowded into one store in response to Newspaper advertising!

Rain rescued a Retailer

In New York on Saturday, May 8th last, the first candy store of the United Retail Candy Stores system opened at 8 A. M.—amid a torrent of rain!

This is the world's largest store devoted exclusively to retailing candy. 42nd Street between 5th and 6th Avenues.

Knowing full well the average effect of a rainy day on retail sales, crash went the hopes of the management!

But by 10 o'clock the cry was for more rain—anything to reduce the wonderful, but engulfing patronage!

At half hour intervals it became necessary to close the doors.

At 8 o'clock in the evening, the large stock was exhausted, and the 100 clerks were in a state of collapse. Signs were posted announcing the store's closing, and at that very hour there were as many people clamoring at the 42nd Street entrance as at any other period of the day.

During those twelve hours, through a passage actually but seven feet wide, two hundred feet long, running from 42nd to 43rd Street, there had been conservatively "clocked" by the experienced "United" system, 38,246 individuals!

By way of comparison, consider the fact that mammoth Madison Square Garden normally seats but 7,000 people, and but 12,000 total when you include the arena!

So far as we know, there is no business parallel. There was neither an announcement of free samples nor extraordinary bargains. There was no soda fountain, no lunch counter.

38,246 people, a fair sized city—responded to Newspaper advertising to buy candy, and though in the heart of the shopping district, the preponderance of customers was men.

What a perfect tribute to complete merchandising and advertising—to so many factors which combined to produce such phenominal success—

—but you cannot get away from the dominating fact that this specific example is above all things a perfect tribute to the power of the daily Newspaper.

This power is for sale in every community of the United States. It logically follows that until a manufacturer uses right newspaper advertising, the greatest of all advertising forces, his sales cannot possibly reach their peak.

Invest in Newspaper Advertising

E. Katz Special Advertising Agency

Established 1888

Publishers' Representatives

NEW YORK CHICAGO ATLANTA KANSAS CITY SAN FRANCISCO

ADVERTISING & SELLING
The National Weekly of Modern Merchandising — Established 1891
J. M. Hopkins, President; H. B. Williams, Vice President; William B. Curtis, Treasurer;
ADVERTISING & SELLING CO., Inc., 471 Fourth Avenue, New York, N. Y. Telephone, Madison Square 1765
M. F. Duhamel, Managing Editor; Ralph B. Smith, Associate Editor; George Roosevelt, News Editor.
30th Year | JULY 17, 1920 | Number 4

Advertising a Great Commercial Service

The Policies and Creeds That Are Back of the Publicity of the Guarantee Trust Company of New York

By FRANCIS H. SISSON
Vice-president, Guaranty Trust Company of New York

THE Guaranty Trust Company of New York advertises in newspapers and magazines because it knows of no more effective method of acquainting the public with the services which this company is prepared to render. These publications constitute the chief reading matter of a majority of the people and are, therefore, the places to say whatever you wish to have others read or hear. We use them because we want everybody to know just what our institution is and what advantages it offers to its customers.

There are a great many good people who know nothing of banks beyond the fact that they are depositaries for the funds of their customers. A vague idea may be had that under certain conditions the bank will lend money. Now it is absolutely impossible that a bank shall thrive upon any such meagre conception of its functions, and, except by advertising, there is no way of enlarging quickly the circle of those who know that its activities cover a field as board as business itself, whether private or public, domestic or foreign.



FRANCIS H. SISSON

Under circumstances such as now obtain in all civilized countries, banking touches intimately every phase of social and industrial life. To make clear to the public these manifold relationships of banking, to show a man that wherever his business may be he can have adequate facilities for financing his transactions, is necessary if a large share of the world's business is not to be done in a primitive way. Having facilities, we choose to let those who require them know about it rather than to await until they make inquiries of us as to whether or not we can help them.

INSTITUTIONAL PUBLICITY

When you have told the reader all about the character and extent of the banking facilities which you are ready to place at his disposal, your advertising task is but half done. You still must convince him that in the extent of your resources, in the staff of experienced men employed by you, in the atmosphere of efficiency combined with courtesy which pervades your establishment, there are certain advantages for him that will make it worth his while to become a customer.

These things can be shown in their completeness only in the actual transaction of business, but the expectation of them, the confidence that they exist, can be imparted by skillful and persistent advertising. Because we strive for these things so earnestly, and because we seek as a matter of business and profit to increase the number of customers who appreciate the advantages of them, we advertise.

The growth of the Guaranty Trust Company of New York in recent years testifies to the wisdom of giving the widest possible circulation to

these descriptions of its business, these pledges of its attention and skill in every matter entrusted to it.

Our new business solicitors find their introductions made for them through the public prints. The attractively typed, well-worded advertisement in the newspaper or periodical stimulates the interest of every alert man or woman, whether they be immediately concerned with the subject or not. Frequently seen, the distinctive advertisement fixes the institution definitely in the public mind.

The reader gets an impression of it that in many instances is ineradicable. These provocations of attention, these suggestions that become images, break down the barriers of reserve and custom for the interviewer and pave the way to complete understanding. And so we find them worth while from the purely business point of view.

PREJUDICE DEMOLISHED

There is another phase of the value of advertising whose importance is just beginning to be appreciated. This relates to the opportunity which the paid advertisement affords to demolish a great deal of unjustified prejudice against financial institutions.

By persistent advertising the public can be brought to see that the bank is an integral part of the economic structure of any community, that it performs services quite outside its ministration to business, and that these services are potent factors in maintaining the economic welfare of a community and the country at large at all times, but especially in periods of dissatisfaction and unrest.

Every bank, every well-organized, full-functioning bank, is the repository of funds of exact information, of sound thinking, of broad vision in the field of industry and finance.

To make that fact known to the readers of newspapers and magazines, who are the creators of public opinion, is the object of much of our advertising.

We believe that the dividends it will pay in good will, in clear thinking, in justice, and in increased business are incalculable.

Filming the Romance of Lumber

The Long-Bell Company Is Telling Its Story In An Unusually Interesting Form

THE ROMANCE of the lumber industry — the same romane that has been written in stories of the Far North and the lumbering and logging operations since the country was new—is told in vivid scenes from the southern logging camps and mills in a one-reel educational film, "The Story of a Stick," soon to be released in the motion picture theatres.

From fine stands of long leaf yellow pine in Louisiana, through every operation of mills of The Long-Bell Lumber Company—showing even the intricate machinery with which every piece of lumber this company produces is trade-marked—the interesting story of this far-reaching industry is unfolded. It is a story for every man and woman who uses lumber in building a home or a factory or farm building—the story of lumber!

"Make me a boat!" is the youthfully worded command of a little boy to his "gram'pa" in the opening scenes of the picture which was produced by the Rothacker Film Mfg. Co. of Chicago. Anxious in a boy's way to hear a story of achievement, he listens intently as the old man talks and whittles a boat from a stick of wood. The old man tells him of gigantic logging operations—of the incessant industry of numerous saws and trimmers and other mill devices—of mechanical wonders in the process of transforming southern pine into trade-marked lumber fit for every use. The film visualizes what the old man is telling his grandson.

Through every operation the picture follows the logs through the woods and into the hills. Here the picture shows the care practised at every Long-Bell mill in producing good lumber. Action, too, is registered here in the operation of varied mill machinery. The experienced grader is shown at work, examining thoroughly each piece of lumber and marking its grade. Then the lumber goes to the dry kilns, and afterward is loaded for shipment to hundreds of dealers throughout the country.

The scene shifts to a southern port. Here, where ships are bound for the ports of the world, a freighter is being loaded from rafts with timbers for export. By machinery, the trade-marked timbers are being lowered into the hold of a ship chartered for a freighting voyage to England.

Scenes also show other lumber products in the process of manufacture. One of these is the treatment of creosoted production. A brief glimpse of the Long-Bell pressure-vacuum treating retort is given. And, too, the picture shows stump land after a sawmill operation, with the development of this temporarily barren acreage into fine farms.

So the story of carefully manufactured lumber is told in pictures. The little boy is immensely pleased with the story, as well as with the ship whittled from a stick of wood. Together he and the old man go home. Here is the finished product—a home built of trade-marked southern pine.

Victor H. Polachek Resigns

Victor H. Polachek, publisher of *The Sun and New York Herald* and *The Evening Sun*, has resigned that position, to become effective the first of next month.

Mr. Polachek has been planning for some time to enter the newsprint manufacturing field and has associated himself with a project for the manufacture of pulp sulphite and newsprint paper on a large scale. He expects to be in a position soon to announce the details of the paper project, a development which is expected to go a long way toward relieving the famine conditions in newsprint supply.

Mr. Polacheck says he is leaving the Munsey organization with regret, because his relations with Mr. Munsey and his organization have been extremely cordial and pleasant, but he feels that he owes it to himself to make the most of the present opportunity.

New Account for Green, Fulton, Cunningham

The advertising account of the Widdicomb Phonograph, made by the Widdicomb Furniture Company, of Grand Rapids, Mich., is now in the hands of the Green, Fulton, Cunningham Company, Detroit.

Robert Hoyme Increases Capital

Robert Hoyme, Inc., New York, has increased its capital from $20,000 to $300,000.

Advertising as a Key to Let a Monopoly Into a "Ready Made" Market

Boyce Moto-Meter Finds That There's "No Such Animal" as a "Ready-Made" Market Unless Advertising Has Made It

By PAUL F. BURGER

THIS IS a story of a manufacturing business with a trade monopoly on a ready-made, constantly increasing world-wide market.

With a beginning like that you might be justified in thinking that the story would naturally be short and succulent. Big Market plus Monopoly equals Fame and Fortune.—Q. E. D.

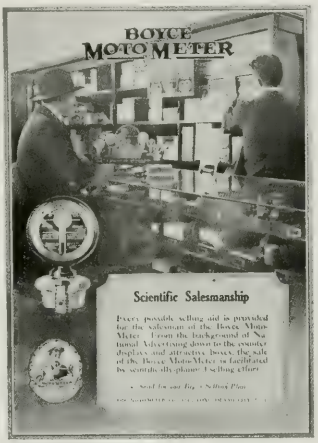
However, there's a *but in* this as is the case with most big business successes. Contrary to expectations the aforesaid mentioned ready-made market did not leap hungrily forward to demand the product. For the product—Boyce Moto-Meter—happens to be something *useful*, instead of being just a fad or a whim-catching novelty. And so far as we can discover in history few lives ever been lost in a mad scramble on the part of the public to buy new and useful inventions — Emerson and Elbert Hubbard notwithstanding. So the Moto-Meter Company, Inc., of Long Island City, New York, re-discovered what Bell, Fulton, McCormick, Seldon, Goodyear and others found out: that if you've got something good you've got to sell it and sell it hard.

But to get back to the beginning, what is Boyce Moto-Meter?

WHAT THE MOTO-METER IS

Boyce Moto-Meter is one of the simplest little contrivances ever attached to an automotive unit. It is a water gauge. You see them sitting up on the radiator caps of automobiles, tractors and trucks everywhere. They are also used on airplanes, stationary gas engines and other gasoline power machines. Boyce Moto-Meter's job in life is to keep you constantly posted on the heat condition of your motor. Within the space of a small glass tube a couple of inches long there is a capacity for registering the two extremes of temperature of water—boiling temperature and the freezing point. The minute something goes wrong under the hood, Boyce Moto-Meter indicates the abnormal condition and warns the motorist that trouble is heading his way. It is a little tell-tale for the man who never knows exactly whether his motor is running too hot, too cool, or at a safe normal temperature.

The instrument was invented by Harrison H. Boyce whose name it bears. Like many other inventors, Mr. Boyce had plenty of friends and acquaintances who were glad to tell him he was wasting his time and money fooling around with such a superfluous thing as a water gauge for automobiles and that everybody with any sense knows



Type of "Moto-Meter" copy that appeals to both dealer and user

when his engine is overheated without having to look at any mechanical device. But these friends did not think deep enough or else they did not know that by the time the average automobile driver finds out that his motor is overheated, the chances are that serious damage has already been done, and that, with a Boyce Moto-Meter, the driver can have visual warning against engine trouble *before it happens.*

EARLY STRUGGLES

But Mr. Boyce, steadfast in his belief that the public would eventually see the necessity of the invention stuck to it, and in 1912, in association with George H. Townsend, formed The Moto-Meter Company, Inc. The capital at that time was small, almost trivial in the light of present day industrial financing.

The company had no plant and was forced to have its instruments made by a manufacturer who had little faith in the device and demanded payment in cash before making deliveries.

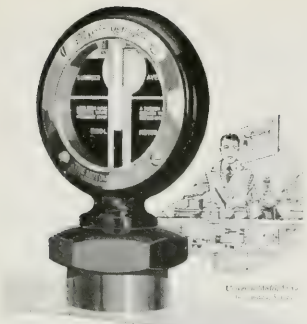
Feeling that the sale for this device would be large once it could be brought before the public, the company naturally wanted to advertise. But how to do it with very limited means was a problem.

Mr. Townsend knowing personally the majority of the famous racing drivers such as Ralph DePalma, Barney Oldfield, etc., it was, therefore, decided to endeavor first to interest the public in the utility of the Boyce Moto-Meter through racing channels.

Racing drivers were quick to recognize that utility and shortly after their introduction to the Boyce Moto-Meter, every racing driver in every important race was carrying one of the little instruments on his car, notwithstanding the fact that no prize money of any kind was offered. It is interesting to know that prior to the introduction of this instrument to racers, sixty odd per cent of the contestants in professional races were eliminated due to overheated motors.

TALKING TO THE TRADE

The next step was to interest the manufacturers of automobiles and the trade. This meant working direct with the manufacturer and advertising through trade journals. After much hard work the company finally succeeded in having its device installed as equipment on the Mercer car. This was the first manufacturer's installation. The second equipment was Packard, then came Haynes, Stutz and many others. Just as soon as the manufacturers started adopting Boyce Moto-Meter, the jobbers fell in line and the Moto-Meter Company began to see daylight. Today, the device is installed as standard equipment on over 150 different makes of passenger cars and motor trucks and is known and used in practically every country of the globe. Early in the fall the company expects to open several foreign branches to still



BOYCE MOTO METER

SIX thousand Boyce Moto-Meters are sold every day. Over two million have been sold with a money-back guarantee. Not one has ever been returned.

You are not experimenting when you buy a Boyce Moto-Meter for your car. You will find it the best investment you ever made.

Boyce Moto-Meter tells you the exact heat of your motor. Prevents premature wear, burned bearings, scored cylinders and other motor troubles.

If the manufacturer of your car failed to supply you with one, go to your dealer today

We especially recommend Boyce Moto-Meter for such cars as Overland, Studebaker, Dodge, Cadillac, Buick, Reo, Chandler, Cleveland and Ford.

RADIATOR CAP MODELS ... $7.50 to $50.00
In Canada, $9.75 to $22.50

DASH BOARD TYPE ... $15.00 to $50.00
In Canada, $22.50 to $75.00

Radiator models can be installed in ten minutes.

The MOTO-METER Co., Inc.
[illegible] New York

An advertisement that stresses the high quality, general utility and widespread adoption of the product

further extend its overseas business.

Boyce Moto-Meter advertising started as a trade paper account some years ago. The use of trade papers has been very successful in helping to secure distribution, and that is one of the reasons for continuing their use, though the company, at the present time, has remarkably fine distribution in the retail trade and a distribution in the jobbing trade which it feels is probably second to no other automobile accessory.

The trade papers used include *Automotive Industries, Motor World,* and a somewhat lengthy list of other trade and class publications reaching both the wholesale and retail trade, as well as the consumers. In addition to the use of trade papers circulating in the United States and Canada, the Moto-Meter Company, also uses class publications reaching the trade and the consumer in England and in France.

Included in the Moto Meter Company's trade helps are a long list of booklets covering the different models of Boyce Moto-Meter such as passenger car, truck, tractor, and distance-type, also window display material, catalog inserts, and newspaper electros, (which, by the way, give the dealer more than an even break in the space) and several other expensive and efficient sales helps such as mahogany counter displays and mahogany wall displays showing free dials given with certain types of instruments whereby a man can have his club or lodge emblem or the name of his car shown on his Moto-Meter. Also service signs for window, door, and store display.

THE MISSING FOUR MILLION

Although there are now nearly three million Boyce Moto-Meters in use in the United States there remain something over four million automotive units which are not Boyce Moto-Meter equipped, so there is a great deal of hard selling still to be done. The owners of these four million eligible units are being hammered at hard and continuously not only by the trade and class advertising but the strong consumer appeals in half pages of the Saturday Evening Post.

Among those motorists who have not equipped with the Boyce Moto-Meter are two fairly distinct types. One type is the motorist who has given some study to his car and who thinks he knows all about it and for that reason, feels that he does not need a heat gage to tell him when his car is overheating or overcooling. If he were an automobile engineer or a racing driver (or had *real* knowledge instead of just a superficial knowledge that he picks up at odd moments) he would appreciate the value of Boyce Moto-Meter. But with this man "a little knowledge is a dangerous thing." Too frequently he is apt to regard a Moto-Meter as a frill for which he has no use. This type of motorist can only be convinced through his pocketbook. He has actually to experience engine trouble of the sort that Boyce Moto-Meter can prevent before he is convinced.

CONSUMER COPY

The other type of motorist is the man who really knows little about the device and probably knows just enough about his car to be able to run it fairly well. This type is naturally more open to conviction than the type that has set notions of his own.

Thus far, the company has been running two different types of presentation. One, a somewhat slambang, rough-and-tumble, reason why type which is aimed directly at the motorist who knows about Boyce Moto-Meter but *won't* be convinced It is felt that the argument set forth in this type of copy will also interest and convince the man who does not know anything about the device and is willing to be shown. The advertisement, "Blind," is one of the hammer-and-tongs type. The other type of presentation shown is somewhat more dignified and contents itself with a short explanation of what Boyce Motor-Meter does and its standing among the trade and motorists as a device of great utility.

Thus far, both of these types of advertising appear to be equally effective.

Speaking of the Moto-Meter Company's advertising, Mr. Boyce, who invented and developed the Moto-Meter, says, "We soon had the necessity of advertising forced upon us, for we learned that when a new invention proves successful the rest of the world does not immediately adopt the idea and that nothing sells itself. The worth-



Blind!

Blind to the dangers that lurk under the hood.

Blind to the importance of motor temperature.

Blind because he still believes he can detect motor trouble in time to avoid it. But he's dead wrong! No one can do that. Not even Ralph De Palma or Barney Oldfield.

In the old days he might "get along" with his sense of sight, hearing and smell, but modern high-speed *heat* motors demand a *heat* gauge.

BOYCE MOTO METER

Keeps you constantly posted as to the thermal condition of your motor. It's a vertically red ribbon of fluid indicates plainly whether your car is running too cool, too hot, or at its normal temperature. Unfailingly indicates motor trouble 15 to 20 minutes before you can detect it. Eliminates premature wear, burned bearings, scored cylinders, and other motor ills and expenses. Over two million in use



Your garage or dealer carries BOYCE MOTO-METER or can get one for you. Installed in 10 minutes. Gives the exact heat for your car at all times. Radiator models $15 to $50. Canada $20 to $75. Dashboard type $15 to $50. In Canada $20 to $75.

Write for booklet on BOYCE MOTO-METER for motor cars, motor boats, stationary engines, tractors, motor trucks, fire apparatus, etc.

THE MOTO-METER CO., Inc.
[illegible] New York

Copy that shows the motorist he is driving blind unless he has this "seeing" device on his car.

while product demands promotion and constant advertising.

THE VALUE OF ADVERTISING

"We became advertisers after the first year or so, going into the trade journals with a very small expenditure. We have each year increased our appropriation and branched out into other mediums. Before we were advertising we made little effort to reach the consumer because our distribution was pretty weak and we could not afford to enter into a large campaign in national mediums. But once the jobbers finally got interested, distribution picked up and then we were in a position to use general mediums profitably.

"To-day, our appropriation is large, probably one of the largest in the automobile accessory field with the exception of the tire advertisers.

"It is interesting to know that we are to-day manufacturing and selling twice as many instruments each working day as we sold during the first two years we were in business. Shortly after we had actually caught our stride we opened a small factory of our own in New York City and employed 50 girls. Inside of three months we moved to Long Island City and during the past four years we have out-grown three factories and are to-day crowding our present eight-story plant. Our sales have shown an increase of practically 100 per cent yearly during the past four years—and the demand for Moto-Meters is steadily increasing at an enormous rate.

"More than 2,000,000 Boyce Moto-Meters have been sold on a money-back guarantee and not one instrument has ever come back to us. When you consider that we are now selling more than 6,000 instruments every working day and could sell more were it possible for us to make them, this means something. Of course, the device itself is a good product, but without advertising, as stated before, we would never have been able to make such tremendous advances."

The Development of the Magazine

Some Interesting Facts About the History and Growth of our Present Day General Publications

By GEORGE FRENCH

MAGAZINES have become something more than advertising mediums. They have become efficient builders of business, along with other classes of publications that are still insufficiently called advertising mediums.

That term is reminiscent of the time when the only function of the publication, in the way of advertising, was to sell its space and leave everything else to the advertisers and their agents. Now all mediums give service that is about as valuable to the advertisers as the space they sell. In this sense of becoming promoters of business, through their advertising functions, the magazines are now so efficient as to make the old term "advertising medium" not only antiquated but weak as a descriptive name.

The number and variety of publications that must be classed as magazines, if at all, makes it impossible, in thinking of them, to list even a portion of them; and one would not know where to draw the line. Postal laws have operated to create a large class of periodical publications that have little relation to the magazines of those older days when the *Atlantic, Harper's,* the *Century* and *Scribner's* were almost the whole list. A little further back we remember that *Harper's, Scribner's* and the *Atlantic* had the field practically to themselves. The old original *Scribner's* was not the *Scribner's* of today. It was the predecessor of the *Century,* and was edited by Dr. J. G. Holland, who was perhaps the first great magazine editor in America, in the modern sense. But this *Scribner's* was sold to Roswell Smith, who turned it into the *Century;* and under the terms of this deal there was no *Scribner's* for five years, when the house of Charles Scribner's Sons began the new *Scribner's* as we have it now, of which Edward L. Burlingame became editor in 1904. This original *Scribner's,* that was changed to the *Century,* was really the first magazine of importance, in the modern sense, in America. The *Atlantic* was always, as now, different from all others—a class by itself. *Harper's* dates back of either *Scribner's* or the *Atlantic,* but for a series of its early years it was largely made up of articles taken from English periodicals and did not have a distinctly original or American character. Even its cover design was "lifted" off of an English periodical, *Bentley's Miscellany,* and was discarded for original designs not very many years ago.

PEERING INTO THE PAST

The older *Scribner's,* edited by Dr. Holland, was a very good magazine, but could hardly be said to be the progenitor of the magazines as we now know them. The new regime began with the *Century,* which got not a little of its prestige through the admirable work of its printer, Theodore L. De Vinne, and its earlier art directors. In many particulars the phase of the life of the *Century* covered by Mr. De Vinne's work as its printer constituted the heyday of American magazines. Richard Watson Gilder was its editor, and filled it with good literature. Art work was lavished on its covers and its illustrations, while its typography was better than any of its contemporaries. De Vinne gave it his personal attention, devising new faces of type and fixing the format in accord with the most approved ideas. It had a permanent cover of real artistic distinction, which was occasionally varied by designs made by the greatest artists of the times, as Grasset, of Paris, who made a cover never to be forgotten by magazine readers of the day, and possibly never since equalled. *Scribner's* has always used a basic cover design made by the late Stanford White, which is frequently modified, and has of late been reduced to the border enclosing new designs related to the contents. *Harper's* has wholly discarded its soap-bubble cover that was taken from the English magazine, but has not evolved anything nearly as attractive among the varying designs used. The *Atlantic* has modified its original typographic cover page but slightly since it was edited by Holmes and largely written by that marvellous group of New England illuminati; and it has sacrificed the lucid and optically comfortable typography of the pages that the famed Riverside Press of Cambridge gave it for something subtly inferior, probably on the score of economy,

making it in this vital matter of printing without distinction.

There is a group of newer magazines the limits of which it would be hard to fix, if attempted, the scores of women's magazines, periodicals on the border between literature and special motives, the great drove of story periodicals, those leaning toward utility, and so along the list into the wonderful groups of trade, class and technical publications, many of which are as interesting as those that assume to be devoted to literature. It is exceedingly difficult to fix the boundaries of the group that ought by rights to be included as magazines, as it would be difficult to define literature and so delimit the group. For our present purpose, suppose we call those periodicals "magazines" that have a general circulation, whose editorial policy seeks to interest all people who are readers. Not, however, including the weeklies. They form another class, intermediate between the magazines and the newspapers — which have lately assumed the functions of literary colporteurs; but on the other hand the magazines have strongly invaded the field of mere news, and comment on the news. So it is necessary to consider that the spreading all over the field of all sorts of reading matter, almost indiscriminately, has narrowed the nomenclature of periodical publications to the calendars—dailies, weeklies, monthlies; with the old quarterlies practically forgotten.

THE RISE OF ADVERTISING

It is not so very many years since *Harper's* admitted no advertising to its pages, save announcements of new books published by the Harper concern.

One of the first outside advertisements accepted was offered to *Harper's* by J. Walter Thompson. George William Curtis was the editor, and he was greatly agitated by the suggestion that his magazine should accept a paid advertisement, and protested vigorously. Nevertheless, the advertisement was accepted. Mr. Thompson likes to recall the incident and he dates from that event the rise of advertising, not only in the magazines but in all mediums, as he claims for the magazines the credit of inciting the great advertising regime in the midst of which we are. He remembers that when he was more or less young in the advertising agency business Godey's *Lady's Book*, of Philadelphia, and *Peterson's Magazine*, also of the Quaker City, each carried one page of advertising, and only one. Mr. Thompson sent to the publisher of Peterson's an order for the insertion of twenty-five pages and nearly shocked that gentleman into a fit. He at first declined the order, on the ground that he could not increase the number of pages he used (96), and must not curtail the reading matter. He finally, under Mr. Thompson's persuasion, found a way to insert the twenty-five pages; and thus magazine advertising may be said to have taken a start toward its imposing record. It was not very much like the advertising of today; and yet it was quite as good, as to copy and design, as much of the advertising of today. We have to allow that in the matter of arrangement and typography we are not yet out of the woods with the whole advertising phalanx. The advance guard is deploying into the open, while the rear guard is, in a general way, headed in the right direction.

BUILDERS OF BUISNESS

It must not be assumed that the advertising managers have become magazine autocrats, or anything like that. They have progressed from being mere sellers of space to expert and amazingly successful builders of business. Publishers do not rely upon subscription receipts for their income, as in the older days. They can't. If they did they would be knocking at the doors of the bankruptcy court. Costs have mounted out of sight, compared with those old days, when *Harper's* was printed on a press run by mule-power, and the mule was hoisted to the upper floor where the new cylinder press was located by block and tackle. This early stage of magazine advertising was, after a time, succeeded by an era of profuse advertising, when the magazines and other mediums literally were flooded with advertising, most of which was placed without any well digested policy. After this era waned, and when the magazines found their advertising diminishing alarmingly, there slowly grew up another method of handling magazine advertising and that method has developed until at the present time it may be said to represent a growth that has been not only remarkable in volume of advertising handled but more remarkable still in the light of the manifold differences in method it has brought into play, and the remarkable gain in efficiency that has resulted.

Advertising to-day is business building according to methods that have been abundantly tested and delicately adjusted. A few years ago it was considered to be largely a gamble. Now there is nothing in business that is more confidently figured. Magazines sell, when they sell advertising space, definite business advantage. The methods made use of are as different as are the results. There has been a revolution in magazine advertising. Its importance has not been realized because it has come upon us gradually, and without much beating of tomstoms. It is not more than a dozen years, for example, since magazines began to use color on their advertising forms; and they began very reluctantly and grudingly. Now look. Nowhere can such fine color work be found as on the advertising pages of the magazines, and great quantities of it. The general design of the advertisements has undergone radical improvement, especially the typography and the illustrations.

The magazine advertising manager of to-day is something of a business wizard—must be. He not only advises regarding the advertisement itself, but he is apt in the new art of business psychology, and goes with his advertisers to the bottom of all the problems that depend in any degree upon the rousing of interest among readers of magazines. He responds to the insistent demands of the advertisers for help, help, and more help, in making their advertising effective. He is become the personage about the entourage of the magazine. The known and publicly assayed editor is no more. Not one of the old company of editors is left to us. Who is the editor of any one of the magazines? Alden of *Harper's* is but recently dead, and he was not known, even by name, until he was an old man, and then not as an accomplished literarian, but as a man well liked for his amiable traits, and skilled in dealing with the insistent or bumptious contributor. The editor as a person has vanished. Who knows the name of the editor of the *Century*? We know the name of the advertising manager, and the printer. Who is the editor of *Scribner's* or *Harper's*, or the *Atlantic*? In the business atmosphere of magazinedom it is known that Ellery Sedgwick is editor of the *Atlantic*, but even we who know that think mainly of his success as a publisher in getting 140,000 people to buy the *Atlantic* where only one third as many bought it before.

The pendulum swings this way and that, in all relations of life. The magazine editor had his day, and now it is the business department that swings into the limelight; and very properly so, not one whit to the prejudice of the literary founda-

(*Continued on page 32*)

The Lighting Factor in Modern Business

Telling Effects for Stores, Windows and Plants Which Serve to Assist the Processes of Production and Selling

By MYRTLE PEARSON

GOETHE'S dying cry, "More light," has been echoed in industry for a long time now, but some of the loudest in demanding more light in places where commodities are produced, or in places where they are merchandised have had a very vague conception of exactly what they meant or wanted. The need of more light in the mills, the factories, the warehouses and the stores in the interests of safety, accurate workmanship and effective display has been widely advertised among manufacturing executives, sales managers and display men. They have all been "sold" on the proposition. The puzzle has come when they have been faced with the necessity of deciding just what kind of light is most suitable to fill their specific requirements, for the need is not only for "more light," but for "right light."

LIGHTING ADVICE

One of the best recent compilations of data as to the right light available for the right place which has been brought to my attention is contained in a series of booklets on various angles of the lighting problem, issued by the Edison Lamp Works of the General Electric Company. This is pure sales material designed for distribution not only to Edison lamp dealers but to manufacturers and dealers classed as lamp prospects. The information has been compiled by members of the company's lighting service and commercial engineering departments and each booklet touches exhaustively upon some angle of the illumination problems met with in production or merchandising, ranging from fairly general advice on lighting to specific details on the technical characteristics and uses of certain classes of Edison lamps. The series is quite as interesting as an example of effective sales service as for the information it contains on the problems of good workmanship and display as viewed through the lighting expert's eyes.

The importance of accurate lighting to merchandising service is made very clear when one realizes the actual proportion of the rent of the ordinary retail store that is represented by the worth of the show window. In one store, referred to in the Edison Lamp Company's service booklet on "The Lighting of Show Windows and Show Cases," statistics showed that, though it was 100 feet long and the windows only 2 feet deep, they were worth 12 per cent of the rent asked for the whole place.

DISPLAY PROBLEMS

The illumination necessary properly to show off the goods in such a window will depend to a certain extent, of course, on the color of goods on display. It is a well-known fact that we see things by the light reflected from them to the eye. White or light colored goods in a window will send back to the eye a great deal of light falling on them, while one containing dark goods will reflect but little and hence appear dim if not well-lighted. If the window is likely to have goods of all kinds on display it is necessary to plan the illumination so that the most difficult condition is filled. There are other factors to consider—the intensity of the street lights and illuminated signs in the neighborhood of the store, the desirability of color lighting as affected by the class of goods on display, etc.

The display manager, in the words of A. L. Powell, writer of this booklet, is "a scenic artist and stage director." His show window is a miniature stage. He sets his scene, then places his actors and properties.

Yet, it is incumbent upon the sales-manager, or the store manager, as the case may be, not to let his display man, in remembering his temperamental affiliations with Belasco, Urban, Rhinehart and other wizards of the dramatic stage, forget his obligations as a salesman. In show windows or show cases, the lighting may make or break the sale, for in these days of nationally advertised goods where one takes the quality for granted and buys as color or design strikes the fancy, display is the thing.

A peculiar demand of modern day display is for "artificial daylight"—white light. This is especially the case where there are demands for illumination that gives color accuracy. Since the appearance of colored objects varies more or less with the color of the light falling upon them, it is important, particularly for artistic articles which are seen under daylight, that color determinations and selections be made under a light of daylight quality. The silk dyeing industry, and the wool and cotton industries less exactingly, demand unobstructed north light in matching and finishing goods. When we come to the sale of these goods we find a much lower standard of accuracy commonly acceptable, where the so-called "daylight" that falls upon the goods is modified by surrounding buildings, window shades, hangings, mahogany woodwork, etc. The elimination of colored light and the production of artificial daylight—a very complex thing, be it known—is treated with interest and value in the booklet on this subject compiled by G. H. Stickney, of the Edison Lamp Company's lighting service department.

LIGHT AND LABOR

Only recently have labor managers come to realize the actual value of "right light" on the safety, health, state of contentment and productive ability of their workingmen. It has been demonstrated that there is a direct relation, which the manufacturing executive should recognize, between right lighting on the one hand and industrial relations, labor turnover and productivity on the other.

R. E. Harrington, of the lighting service department of the Edison Lamp Works, writing on "Illumination and Production," brings ample evidence of the effect that lighting has on the employes.

"Good lighting," he says, "is also reflected in the faces of operators, in the form of healthful, buoyant spirits. Bad lighting is irritating because it makes it difficult to see, and strain is involved in the efforts of workers to adapt themselves to unnatural conditions. The mind, unconsciously, perhaps, becomes obsessed with the idea that it is being imposed upon. Everyone has seen this condition evident in employes; possibly the reader himself has experienced this form of resentment. Bad lighting will react to produce nervous, irritable, discontented employes."

(Continued on page 48)

Advertising the Ultimate Advantage of Your Product

Illustrating and Emphasizing Results, Many Manufacturers Find, Will Produce the Most Satisfactory Returns

By H. ARTHUR ENGLEMAN

A MAN who buys automobile tires does not select a particular brand because they are made of Para rubber, or because they have a particular type of tread, but because he believes that they will yield in service most miles per dollar. Similarly, a woman chooses a certain brand of face cream, not because it contains, say, olive oil, but because the distinctive ingredient has a specific effect upon the complexion.

In other words, it is the Ultimate advantage, rather than the process or peculiarity of manufacture for which a man or woman will purchase one product in preference to another. Details of construction are, after all, incidentals, provided a commodity gives satisfaction in use. There are, it is true, in many products, exclusive constructional features, but here again it is the ultimate advantages they afford, more than the technicalities of their differences that are of real interest.

There is, for example, a well known electrical washing machine claiming the distinction of an enclosed mechanism. What is really important is the element of safety that this feature provides—in other words, the Ultimate consumer-advantage.

So the question naturally comes to mind, "Do we, in illustrating our advertisements, attach sufficient importance to The Ultimate convenience our products afford?" How does the art work we use measure up to Webster's definition of the word illustrate? Reference to the dictionary tells us that to illustrate is to make clear or intelligible; explain by examples; elucidate by means of pictures.

KEYING THE APPEAL PROPERLY

Perhaps most advertising illustrations do measure up—more or less. Quite a percentage visualize a negative rather than a positive thought and others go no further than picturing a minor technicality rather than an actual advantage to be derived by the use of the product advertised.

Hence we see advertisements of vacuum cleaners illustrated with women working the appliance instead of pictures showing, say, the young housewife enjoying the extra leisure the use of the product provides; food advertisements picturing the woman working in a hot kitchen rather than the family enjoying the better meal that the advertised product makes possible.

Such negative illustrations fall short of their real function because they do not put over the big sales argument—namely the benefits to be enjoyed by the use of the merchandise offered for sale Yet that is just what the really efficient illustration should do It should tell the big sales story at a glance

Few illustrations in current advertising more effectively visualize the big talking point than a recent color page put out on behalf of the Eden Electric Washing Machine. Instead of the conventional woman working at the machine we see pictured an attractive young matron, attired in negligee preparing to get dressed in an attractive and apparently recently washed garment. The cut of the machine itself is "stripped in" large enough for picturing the washer yet small enough to be unobstrusive. As an illustration that shows an ultimate advantage of owning an Eden, as well as being an example of splendid commercial art it takes first rank among the pictorial announcements of the day.

THE OPPOSITE IN APPEAL

Contrast with this Eden illustration a recent drawing featured in a woman's magazine of national circulation on behalf of Johnson's Prepared Wax. Here is shown a young housewife on her knees in a kitchen, cleaning the floor! Work in the form most dreaded by the average matron is made the subject matter of the illustration! How much more effective this advertisement would have been had the picture shown, for example, husband and wife admiring the newly polished floor, to secure which the polish was purchased.

For some reason, not easy to understand, many advertisers persistently illustrate the work involved with the use of their wares. There is a recent advertisement of the Hughes Electric Range. It shows a smart housewife preparing a meal. This advertisement would unquestionably be more effective if it illustrated the family enjoying a well cooked repast, the wife especially enjoying the meal through having escaped the drudgery of cooking. In the advertisement under discussion the illustration really emphasizes a negative point because the woman is featured doing a task many women wish to avoid. She is cooking!

Far more efficient is the picture used in a recent advertisement of the Lorain Oven-Heat Regulator. Together with the caption "Set The Wheel—Then Spend the Afternoon In Pleasure" the illustration shows in concrete form a woman setting the wheel, (which sketch also shows how the appliance works) the same woman at an afternoon social function and a "close-up" of the device advertised. It really fulfills all the essential functions of a selling illustration because it is specific in each of its details.

An ultimate benefit enjoyed by women who use Pompeian Beauty Powder is cleverly pictured in a current advertisement headed: "Which Is The Mother?" In place of the commonplace women shown in the act of applying the powder, we see two beautiful women already at the dance, both looking so young and radiant that it is hard to distinguish between mother and daughter. Inasmuch as most women desire to retain their youthful appearance the appeal most surely must strike home.

ILLUSTRATIVE BY SUGGESTION

The manufacturers of Omo Bias Tape are using an interesting series of clever drawings that show the actual use of this article. One such picture shows a mother dressing her daughter, in such a way that the utility of this tape is at once apparent. The tape itself is not shown at all in the illustration, yet the convenience its use affords is well suggested.

Another striking "ultimate" illustration is that used recently in an advertisement of Borden's Condensed Milk, with the caption "Custard Pie Fit For A King." Like the Omo drawing, it does not picture the article for sale. Instead, however, it tells at a glance two big stories. First it pictures a tempting pie—one of many things for which the milk can be used. Second, the enjoyment the pie will give the

Is Newsprint Troubling You?

Join The Publishers Buying Corporation

The Publishers Buying Corporation, the mutual, non-profit making buying organization of newspaper publishers, is receiving additions every day, and so many inquiries that a tremendous volume of correspondence is required.

The paper requirements for 1921 of members of the organization must be on file with the International Paper Company and other producers before September 1. Consequently they should be all completed and in the hands of the corporation by August 15 to allow time for tabulation and arrangement. In order to do this all memberships should be taken and information secured from publishers by July 31. This applies not only to 1921 requirements but to arrangements for temporary supply from September 1 to December 31.

To facilitate the process of bringing some 500 additional newspaprs into the fold, Mohammed will come to the mauntain.

The following series of meetings is being arranged:

Asheville, N. C., Tuesday, July 20, at the Southern Newspaper Publishers' Association convention.

Dallas, Texas, Friday, July 23, at Adolphus Hotel, 10 A.M.

Kansas City, Mo., Monday, July 26, at Hotel Baltimore, 11 A.M.

Chicago, Ill., Wednesday, July 27 or 28, at the Hotel La Salle, 10 A.M.

Pittsburg, Pa., Thursday, July 29, at the Hotel Fort Pitt, 10 A.M.

New York, Friday, July 30, at office of The Publishers Buying Corporation, New York Globe office, 73 Dey Street.

Officers and directors of the Association will be present at the meetings to explain the buying plan, the contracts and method of procedure and sign up publishers.

All publishers having news print troubles are invited. Come prepared to sign and bring a check for $50 made payable to the order of The Publishers Buying Corporation. If you are unable to attend in person, but are interested, notify another publisher who is going to attend and give him power of attorney to sign for you.

The Publishers Buying Corporation

W. J. PAPE, President — W. W. WEAVER, Vice-President
G. W. MARBLE, Secretary — JASON ROGERS, Treasurer

family is happily suggested by the appearance of the husband and wife who are pictured eating it. An illustration such as this, that shows an ultimate benefit the commodity affords is far more appealing than a picture of a woman cooking over a hot stove.

A current advertisement of Krumbles, in which is illustrated the family enjoying breakfast together, is effective because the appeal to the appetite is made by the action of every-day people enjoying this product.

INFUSING ATTRACTIVE ELEMENTS

The advertising of the Victor Talking Machine is interesting and compelling because it suggests some ultimate pleasure that comes with the ownership of the Victrola and Caruso is shown entertaining at a social affair in an average home; or a typical family is pictured dancing. Can there be any doubt that such pictures are far more compelling than inanimate illustrations of cabinet work or distinctive tone arms?

Notice how effectively too, the Fleisher Yarns advertisements are illustrated. Always, the dominant feature is the beautiful sweater or some other garment that can be made with the yarns. Such illustrations have far greater selling value that pictures of women shown in the act of knitting. A similar line of reasoning prompts an advertisement of the Koh-i-noor Snap Fasteners. That these fasteners "hold" even under unusual strains, is visualized by a woman at the strenuous game of golf.

And the beautiful appearance that Ivory Soap Flakes gives to blankets is brought out in a picture of two women admiring the blanket, so well washed that it looks like new. That means far more to a woman than the fact that the washing is a simple process or that it is the work of only a few minutes. Lever Brothers have adhered to this thought in their advertising of Lux, Rinso, Twink and other well known lines of domestic drudgery-banishers. It is the ultimate result to be obtained that prompts the purchase of an article —and this is the big fact that should be remembered in planning advertising illustrations.

Selling Appetites Through the Consumer Magazines

The Man Who Employs a Chef and the Boy Behind the Plate of Beans Must Be Studied As Food Buyers

By HESTER CONKLIN and PAULINE PARTRIDGE

Consultants in Domestic Science and Directors of the Del Monte Domestic Science Department

A CHOCOLATE CAKE which brings back fleeting memories of a familiar cake box on a pantry shelf; a plate of griddle cakes, hot, brown and crisp, awakening an old pang of long forgotten homesickness; bacon, frizzling and curling over a camp fire and coffee, sending up fragrant steam. All this is pictured in the name of food advertising. Luscious halves of perfect peaches reposing in a glass dish, or pumpkin pies, golden and spicy, catch the eye wandering across the printed pages of our general or "consumer" magazines, and rouse a slumbering desire so strong and instant in its response as to quite surprise its longing possessor.

Hence the success which has attended more than one carefully conceived, well executed campaign, the "backbone" of which has been our national publications, and the auxiliaries the car cards, the imposing posters and the home newspapers.

The elements actuating and entering into a campaign to further the distribution and consumption of foodstuffs are highly interesting. If any form of advertising and selling campaign can get back to first principles, down to rock bottom humanness and up to the heights of poetic romance it is that which will successfully put across a meriterious, needed food staple, whether that staple be marketed as such or dressed up and put forth as a specialty.

There is something about food advertisements, as they appear, all clothed in their seasonal—or unseasonable, if you choose—raiment that seems to appeal to more than just the sense of sight—they seem to strike right into our consciousness until we are wrapt in the delights of satisfied vision, smell and FEEL as well.

DOWN TO FIRST PRINCIPLES

Why do people buy food? To satisfy their appetites, of course, and to study the appetite is to study psychology from the first shadowy memory of babyhood. Many a well-groomed and efficient man, seemingly concerned only with "Big Business," who pays his chef a satisfactory salary running into four figures, and dines with a servant behind his chair to anticipate his desires, looks yearningly at the little, hungry, tow-headed boy behind the huge plate of baked beans and wishes,—yes, wishes—for a "good dish of old fashioned beans." Memory, again, has played its trick and he, too, is back in his boyhood with a boy's appetite for the food of long ago.

Good cookery, the "commercialization" of able artists and the high development of the printing art have, united in modern advertising, under the skill of the reconciler of these selling forces, the Advertising Man, produced this psychological reaction. Faithful rendition of these selling ideas in the magazines and other media named has been responsible, it is safe to say, for a vast degree of the betterment that has been brought about in family "provisioning" during the last decade. And what wonders have been worked for those whose delights are epicurean!

The bacon over the camp fire trails in its wake the joyous weariness of a day in the open, far away from all mankind, a day of keen sport in a soft slipping canoe, or a cross country tramp with dog and gun when the air was crisp with the nip of frost. You could have eaten nails, or sawdust, or feathers but you didn't; you ate bacon and flapjacks and drank coffee. Memory has fused it all into a dream so seductive that time only adds to its glowing perfection.

REACHING THE ETERNAL EPICURE

These, however, are appeals to instinct rather than reason. In these days, when prices are at the top, a strong point in food advertising is economy. This appeal is directed particularly to the housewife, the family purchaser, and shows her the convincing proof that certain products give her more value for her money than she has been accustomed to receiving. Appetite appeal is by no means abandoned, but it may be, for the moment, secondary to economy.

Convenience in the use and prep-

Collier's

THE NATIONAL WEEKLY

¢ a copy

Drink



Coca-Cola and Collier's

Coca-Cola have used more space in Collier's this year than ever before.

Watch Collier's

aration of foods is also an advertising point which is directed almost entirely toward women, for they are the ones who appreciate and profit by these qualities.

Food values, in our opinion, have less "punch" and less appeal than is generally supposed. To somewhat exaggerate this point, if we were really interested in food from the caloric, or dietetic standpoint, we would be subsisting on food tablets with utter satisfaction and no time wasted in the preparation or consumption of nourishment in any other form, and the appeals of art and salesmanship would be wasted upon us.

It is interesting to note that nuts, raisins, beans, oatmeal or cheese have a food value equal to a certain amount of beef, but show me the man with his mouth watering for a broiled beef steak who will set it aside for a few nuts or a square inch of cheese. Not the normal human being with a good digestion and a pleasant disposition and the capacity to earn a beef steak instead of nuts; not he!

Mothers are often attracted by material which recommends foods for children as health giving and strength building because the growth and well being of their children is stronger in their minds than the pleasure of the children themselves in partaking of the food. Appetite appeal is a lone road which each man travels for himself in his own way from tender youth to ripe old age, with no particular desire for guidance beyond his own choice.

But no matter what the manner of approach may be it must be grounded in cold hard fact. Fooling the people even a very small part of the time has no place whatever in food advertising. Every point that is made is the result of scientific experiment and investigation by a department established and maintained for that purpose. Every recipe apparently slipped carelessly into the corner of the page as an afterthought for the greater convenience of the housekeeper, has been carefully tried in quantities suitable for the home table before its public appearance on an advertising page. Those luscious peaches, that salad heaped with golden mayonnaise, those fat raisins flowing from the package, the crisp flapjacks and bacon, that soul stirring cocoanut cake probably have all been reproduced from photographs, and photographs, we all know, many of us to our deep regret, have very solid foundation in cold, cruel, brutal Truth.

TRUTH IN FOOD ADVERTISING

Truth, in the last analysis, is the test by which food advertising stands or falls. The appetite roused to the buying point by a picture of great, firm, golden globes of peaches swimming in molten sunshine is loud in protest if the can produces an anemic, flabby object of no decided color, surrounded by a liquid greatly resembling aqua pura. The purchaser's disappointment is so keen that he turns with revulsion from all peaches not personally picked from the tree and, if he is at all fussy, he insists on planting the tree, for he will not be fooled again.

Just so the housewife who uses the recipes in the advertising pages of the magazines must be certain of a good result. Should she fail to produce the pictured perfection she has carried with her into the kitchen will she blame herself? Not at all. That isn't human nature. She will blame the product she is using, perhaps for the first time in her life, for her cake was always good before. Weren't they all natural cooks in their family? Aunt 'Liza never measured a thing, and never could tell you how she did it, but Aunt 'Liza's fried cakes! Well, there were none better. To be sure, Aunt 'Liza dipped out sugar and flour and milk with the same old teacup and she filled it up to the crack with sugar and up to the handle with flour but that was just "rule of thumb."

So inaccuracy must be combatted with simplicity so great and so practical as to make every recipe fail-proof as far as is humanly possible. Recipes which require personal judgment, or which employ indefinite amounts, are eliminated from the start, so that with ordinary care and very little experience the cook will not fail, and the one trial will charm her into a continued use of her experiment which has flattered her vanity by proving itself a huge success.

And it will never occur to the average feminine mind that a recipe used for Snowflake Baking Powder might be equally successful with Goldenglow Baking Powder, and perhaps it wouldn't.

It is a theory, well grounded in fact, that only a hungry man can advertise food. If he sees visions before his eyes of delicious viands, smoking hot and assailing his longing nostrils with every fragrant aroma designed to arouse the appetite he can translate his dream to paper in a fashion which tickles the jaded imaginations and palates of even his most fastidious readers, but if he have a fit of indigestion, or if, perchance, he lives rather well himself, then, unless he writes to starving Russia, it is hard to put enough seasoning and spice into his work to rouse even a passing interest.

And just because habit has us all so closely in its grip we must have the same old things our forebears have eaten since they set foot on Plymouth Rock or Ellis Island as the case may be. Strange food is a thing apart, and will be forever shunned by the average normal person. Yet, in contradiction to that, we want the same old foods in a new way. The average housekeeper, however, has no wish to be a pioneer. She is quite willing to have the road charted and mapped before she sets forth upon it, with food materials at their present prices. Perhaps that is why cooking has not the attraction for many that it might have, for it may well take its place among the creative arts if only the "creator" has sufficient courage and initiative.

This is left largely to the departments given over to experiment and research which all large food advertisers maintain to-day to assist their promotion departments.

Behind the art which kindles the imagination and rouses the slumbering appetite is the practical cook who "makes the dream come true."

Firestone Going After Foreign Business

H. S. Firestone, president of Firestone Tire & Rubber Company, just before sailing on the White Star liner Olympic on an inspection trip of Firestone interests in Europe, when interviewed, said:

"The rubber outlook, as those in close touch with the industry know, is dependent upon several conditions. The tire industry is dependent upon the auto industry and there has been a general slackening down in the automobile business which naturally has retarded the tire industry. The bad weather of May and June had its effect upon auto sales, but with good weather, which we can expect now, both the auto and tire business will gradually become stabilized. I believe the slowing down in the automobile business is sure to go further, although I would like to assume an optimistic view of the situation.

"Firestone Tire & Rubber Company, with the many sales offices and particularly the buying office through which our crude rubber is purchased, is in a very favorable position abroad. We are able to sell goods in England, France and Belgium at present rate of exchange.

"In the crude rubber situation, there is a slight overproduction and this product is now about the price to which it dropped during the war, about 38 to 40 cents.

"When Europe gets back to a fair automobile production, it will mean a bright outlook for the tire business. As to rubber prices in general, I believe they will gradually be adjusted on a higher base."

The Man With a Model Under His Arm

FOR more than sixty-four years railway officials everywhere have looked to the RAILWAY AGE for information needed in their work—and they always *found it.* Why?

Perhaps the best answer to that question is found in the story of the man who came into our office one day back in the seventies with an air-brake model under his arm.

That man was George Westinghouse, who had just applied for a patent on his air-brake. Down he sat and we soon saw the possibilities of his device; and what is more—said so editorially.

What happened? You know the great service the air-brake has rendered, just as we predicted it would—and because we, knowing we were right, dared to advocate a patented device, even as late as twenty years after we were accused of holding stock in the Westinghouse Air Brake Company. Why? Because we appreciated the value of an idea, and knowing it was right—advocated it.

"Be sure you are right, and then go ahead." That has been the policy of the RAILWAY AGE ever since its first number appeared; and that is why it has the confidence of railway officials and why it assures advertisers the right audience.

That, too, is why those who make the innumerable things the railways buy in such vast quantities *know* the RAILWAY AGE and its companions—the RAILWAY MECHANICAL ENGINEER, RAILWAY ELECTRICAL ENGINEER, RAILWAY SIGNAL ENGINEER and RAILWAY MAINTENANCE ENGINEER—are the right mediums to use—right in policy, right in results.

Which is why, right now when the railways are back under private control—now when a vast sales' opportunity confronts you—the Railway Service Unit is so valuable to you.

The question for you to decide is, *which* of these publications is best for your special case. That being true, write us and we will tell you which paper or combination of publications to use and how to use it.



SIMMONS-BOARDMAN PUBLISHING CO.

WOOLWORTH BUILDING, NEW YORK

Charter Members

Audit Bureau of Circulations **Associated Business Papers**

Publishers also of Shipbuilding Cyclopedia, Marine Engineering, "The Shipbuilding Unit," and Locomotive Cyclopedia, Car Builders' Cyclopedia, Maintenance of Way Cyclopedia, Material Handling Cyclopedia and The Boiler Maker

CHICAGO CLEVELAND CINCINNATI WASHINGTON LONDON

Color Advertising in the Modern Periodical

The Color Page in the Magazine Today Links Its Reputation As a High-Powered Publicity Medium

By EINAR F. MEYER
Ruggles & Brainard, Inc.

THE outstanding, the most striking and most arresting feature of the modern magazine—of its front cover whereby it advertises itself and of its advertising pages wherein it gives publicity to a wide range of commodities displayed to catch the eye of prospective buyers—is color. The magazine publisher was one of the first among the publishers to apply color to his product. Today there are only one or two magazines of prominence which do not use color on their front covers.

This article deals with the value and service of color on the advertising pages. The purpose of all advertising is to deliver a message, to acquaint a great many people with the merits of an article of merchandise, a new invention, a form of recreation, etc. Advertising of a hundred years ago confined itself principally to a mere statement of fact without argument or persuasion. Gradually illustrations were introduced, then arguments, descriptions and reasons why. Today's great contribution is color.

COLOR A RECENT DEVELOPMENT

The scientific development in advertising has kept pace with the scientific development in every other line of endeavor. It is not at all strange that color was not used in the earlier period of advertising; not because there was doubt as to its power or lack of desire of it, but because there had been no scientific development to permit its use with economy. It has, therefore, been left to brilliancy of publishing genius to take advantage of modern machinery to bring this highest art of advertising expression to a practical, economical and sound basis.

Applying color in advertising is a very natural thing to do. With our wonderfully clever copy writers and our experts in halftone work, there seems little to be desired in driving home a message in black and white. The application of color was necessary to give still stronger emphasis to a suggestion, an ideal or a commodity a most natural thing to do, for everything, unless it is pure white or dead black has its individual color.

Color actually strikes the eye—makes an immediate impression on the brain. Color comes out of the mass of black and white as the notes of a cornet ring out over the undertones of an orchestra.

Make a small spot of red on a white wall. It will be noticed immediately by everyone entering the room, whereas the wall would have attracted no attention whatever if the color had not been there. The faintest dash of color arrests attention and makes people think. The mind reacts instinctively to color.

NATURE'S COLOR DISPLAYS

Nature has made the grass green, the lemon yellow, the strawberry red, the sun golden and the moon silver. Thus she uses color as her own advertising medium. Nature expresses herself in color in the red comb of the laying hen, in the irridescent feathers of the peacock, in the blue of the sky and sea and in the dark, gray granite of a forbidding cliff. And she advertises herself prominently where everyone may see her display.

Therefore, color in advertising is simply the application of nature to advertising in its various ramifications. Although colors in advertising are used for many different purposes, all, in the first instance, are used to attract attention. No advertisement has any value until it is seen, but when the attention is secured then the impression must be left or the advertisement has failed to perform a large part of its proper function.

The use of color is the quickest way to reach the mind. It is a scientific fact that light rays containing red, for instance, travel faster than those containing other colors, and it is another tested fact that the mind reacts more quickly to color than to any other stimulus. The color appeal is an ingrained, elemental appeal and nature has given it a clear track into the impressionable mind.

The best way to reach the modern buyer's mind is, of course, the quickest way. He or she hasn't a great deal of time to spare, too many other seemingly more important affairs are pressing and, unlike the scholars of former times who spent their leisure moments in reading and studying, most people today need the fleeting moments left by business and social obligations for recreation and amusement.

COLOR GETS QUICK REACTION

Now, color registers on the mind faster than it is possible for black and white to do because the mind thinks in colors and naturally the application of colors, if it is scientifically done, registers the impression with the least possible resistance. Color has been used a long time for commercial purposes. In some advertising calendars, for example, you have probably been accustomed to seeing the dates of Sundays and holidays printed in red, so that this has come to be accepted by you as a standard form. This, however, did not happen haphazardly, but was designed to put emphasis on these particular dates for your convenience without mental resistance. The letters and numbers on a child's building blocks are painted in color because the color registers more permanently on a child's mind than would ordinary black and white letters.

It has been said of color that "it is the *emotion* picture of the mind. When a man has no pep they say he is 'colorless,' when he is angry they say that he 'sees red,' when he is a coward they call him 'yellow,' when he is straight they say he is 'white,' when he is loyal they say he is 'true blue,' when he is unintelligent they call him 'green'—simply because the mind thinks faster in colors.

The effect of color in decorations of dining rooms and other public places has been carried out on a well-known scientific basis. If, for instance, the proprietor of a hotel or restaurant wishes to hurry his dining room patrons so that he can fill his tables several times during a meal you will notice a severe color scheme in his decoration. He may use a plain white effect or he may have a great preponderance of red. This is in contrast with what he does when he wishes his patrons to linger over their meals. Here you will find him employing subdued color schemes, pinks, yellows, heliotropes, oranges and the like. These color schemes affect the mind and obtain certain re-

(*Continued on page* 40)



Beauty and Utility

Where Park Row faces busy Broadway, within a few blocks of the financial center of New York, in the vortex of lower Manhattan's big business institutions, stands this beautiful Bulletin.

It is a wonderful picture.

It is a wonderful advertisement.

The majesty of Rheims Cathedral, the high standard of talking machine construction in Sonora, are both combined in this creation of outdoor advertising art.

The O.J.Gude Co., N.Y.

550 WEST 57th STREET

BRANCH OFFICES

Chicago Cincinnati Philadelphia
St. Louis Atlanta Richmond

Building Cooperation Through Internal House Organs

Establishment of "Personal Touch" Said to Be Enough to Justify Publications of This Class

By E. D. MASON
Assistant General Manager of Gulf Transcontinental Oil Company

THE value of the House Organ, or Employers' Magazine, as a medium of securing an enlarged degree of cooperation between the employer and the employe is now being discussed at some length in an effort to secure tangible evidence of its value as well as to determine the most effective manner of preparation and publication.

The executives of an institution employing a force of 100 or more cannot possibly keep in close personnal touch with each and every employe, as they should, in order to keep alive the element of human interest necessary to secure the full cooperation of the salary- or wage-earner.

The larger the organization, the wider the gap. The executive is confronted with daily problems of a magnitude of which the employe has not the faintest conception. Neither does he know of the progress and improvements being made by his company. As a consequence, the natural tendency of the employe is down the scale of interest in the company, as a whole, until he reaches the "machine stage" when the sole interest is to put in the time, in a good, bad or indifferent manner, irrespective of results, and wait for "pay day."

This is, of all attitudes, the least desirable, not only for the employer but the employe as well. His whole outlook is warped and limited by the four walls of his office or shop and his thoughts are guided and stunted by constant association with those few with whom he daily comes in contact. If he ever had any ideals, they are destroyed and the destruction of these cherished ideals means the death of the man, as far as real service and initiative are concerned.

EFFECTIVE MEDIUM OF INTEREST

The house organ provides a most effective channel through which to minimize this lack of interest, it keeps him posted as to current events and brings him in personal touch with his fellow employes in other departments as well as with the executive heads.

He takes the publication home, his family read about the company the bread winner is working for and if the men are given the correct character of items, the whole family will begin shortly to refer to the organization as "Our Company" and their interest will extend far beyond the pay envelope.

A publication of this character successfully to fulfill its mission must embrace the following fundamental points:

What the employe is doing for the company.

What the company is doing for the employe.

Production reports of various departments and inter-department competitions.

Personal notes and pictures of individuals; what they did before joining the organization and what their present duties embrace.

Educational; short historical sketches of the industry and the trials and tribulations through which it has passed to reach its present stage.

Uses for your finished products, old and new, with pictures or sketches to visualize these uses. Show in short, non-technical articles the various processes from the raw material to the finished products.

It would require too much space to elucidate each of these points in detail, but a thoughtful analysis of these fundamentals will show a good, clear "reason why" they are essential. The pictures should not be official pictures only, but should cover, by degrees, the entire personell, from top to bottom.

THE APPEAL TO PRIDE

If I am operating a machine in your factory and you show my picture on the same page or in the same publication with the general superintendent, my chest measurement will grow several inches overnight, even though I won't admit it, even to myself, and it will take something more than 50 cents a day more to coax me to leave "My Company."

In my opinion, the personal items should be carefully "pruned" of all accidents and sickness; these are poor things to advertise and constitute one instance where the saying, "It pays to advertise" is dead wrong.

Above all, the house organ should be kept "homey" and entirely free from any taint of professionally prepared copy, if you hope to inspire the "one big family" atmosphere rather than the "you work for me; stay where you belong" atmosphere so prevalent in large organizations.

The man who prepares and edits the publication must pull himself up by the roots and transplant his viewpoint in the soil where that of your average employe is now growing. You can't push or club the employe onto higher ground, but you can start where you find him and coax him to a higher plane of thought. If the man who edits your publication is an agency man, put him out in the shop in overalls at just what he is worth per day, for two or three weeks and he will get the surprise of his life.

The writer speaks from experience having done manual labor as well as pen pushing. They are two altogether different worlds, but there is that halfway meeting place where cooperation can be successfully encouraged.

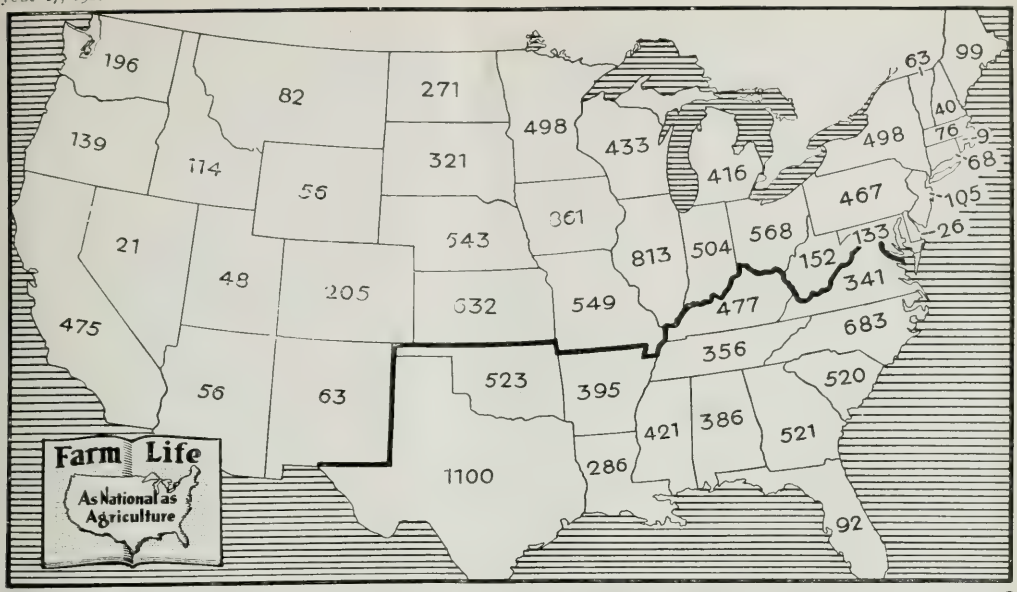
COVERING A WIDE AREA

In the preparation of "The Marathon Runner," the house organ of the Transcontinental Oil Company, we are confronted with widely scattered interests and branch operations, extending from New York to South America and Roumania; to overcome this scattering of divisions, we have appointed fourteen associate editors, each covering a certain section, and in turn dividing the responsibility among a greater number. A given date is set for all copy to reach the editor, who makes corrections and rewrites such articles as may be necessary. The material thus prepared is gone over with the other members of the editorial staff (three in number) to guard against any possibility of a "one man" viewpoint.

The purpose of this particular publication is defined as follows:

"The Marathon Runner is published in the interests of the employes of the Transcontinental Oil Company and is an open forum for the presentation of constructive suggestions, interesting happenings in the various divisions and such comments and articles as make for 'progress, peace and plenty' for us all."

It is most important not to cheapen the publication in any way, the paper and typography should be of the best. The House Organ is one of the most important features of your advertising plan.



The figures on the map show the 1919 crop values in millions of dollars

See Where the Money Is!

This map shows where 15¾ billion dollars made out of agriculture by farmers in 1919, according to the Department of Agriculture's estimate, went to. The money was spread plentifully over the whole country.

But here are some of the surprises: A southern State, Texas, led all the others in crop values. Of the 12 leading states, 5 were south of the Mason and Dixon line.

Georgia got a larger share than Indiana. North Carolina got more than Ohio. South Carolina did better than Indiana, New York, Michigan, or Wisconsin.

That tells you why auto dealers in the South are so much further behind in their deliveries than those in the North; why pianos, phonographs, and similar luxuries have been selling so well in that section.

Farm Life is the truly national farm paper in whose circulation the South is represented at its full weight. It covers the South as well as it covers the rest of the country—and it is the only national farm paper that does. In the South as a whole it has as much circulation as any southern sectional paper.

Whether you use one, two or three national farm papers, or one national in combination with a sectional paper list, there are excellent reasons for choosing Farm Life. Let us send you the statistics.

Circulation 650,000

THE FARM LIFE PUBLISHING COMPANY

THE JOHN M. BRANHAM COMPANY, Advertising Representatives

New York :: Chicago :: Detroit :: St. Louis :: Atlanta

SPENCER, IND. Farm Life

Standard Definition of Foreign Trade Terms

Information for Merchants, Shippers and Exporters that Will Help the Advertising and Selling Process

By CLAYTON SEDGWICK COOPER

Author of "Understanding South America," "The Modernizing of the Orient," Etc.

THE work of the Foreign Trade Council, which held its seventh convention, May 12 to 15, in San Francisco, has accomplished for American foreign trade valuable and extensive services since the inception of the council in the early part of 1914.

This body of representative American business men has held seven large conventions in different parts of the United States. The organization also has held to a continuous advocacy of such fundamental foreign trade necessities as was exemplified by the passing of the Webb Law; support of the idea of the American Merchant Marine; a bargaining tariff sufficiently flexible to prevent any discrimination against American goods; and to constant effort to promote better trade communication facilities and removing barriers obstructing our trade and rendering competition difficult with other nations. For the championship of these and other prime issues, the Foreign Trade Council has become a most valuable institution in our commercial life.

Among the most important services rendered to American foreign business by the Foreign Trade Council is its recent explicit finding in regard to standard definitions and practices recommended to merchants, shippers and exporters doing business with other nations. There have been so many variations and such a lamentable lack of knowledge on the part of many new shippers concerning the exact method and means of marketing American goods abroad that some authoritative standard of procedure was greatly needed. We believe that this pronouncement of the National Foreign Trade Council should be studied with the utmost of care by every American manufacturer or merchant who expects to succeed in his business abroad.

OBLIGATIONS BEHIND THE TERMS

Just what obligations familiar terms, such as "F. O. B.," "C. I. F.," etc., impose upon seller, buyer, shipowner, banker, and all others affected by the transaction is set forth in a report issued by the National Foreign Trade Council on behalf of the leading commercial organizations of the United States.

Half the troubles in foreign trade arise from disinterpretation of such terms. Even old merchants will do well to read the following:

One of the subjects which has given the foreign merchant cause for complaint has been the methods which the newer exporters in the United States have employed in making price quotations to foreigners. The dissatisfaction of foreign purchasers reached a head in the summer of 1919, in the form of organized protests from Australian importers over the meaning given to the term "F. O. B. New York" by American exporters. The National Foreign Trade Council took up the matter, decided that in the best American practice "F. O. B. New York" means free on board overseas vessel at New York, and notified its numerous correspondents of this fact and of the recommendation of the council that the term "F. O. B. vessel New York" be submitted in all cases for the term "F. O. B. New York."

So much interest was aroused by this communication, and so many other questions of a similar nature arose, that it was decided to hold a conference of the nine great foreign trade organizations of the country, in order to agree on the obligations of buyer and seller, under the export quotations in most common use. Such a conference was held in India House, New York, under the auspices of the National Foreign Trade Council, on December 16, 1919. The organizations participating in the conference were the National Foreign Trade Council, Chamber of Commerce of U. S. A., National Association of Manufacturers, American Manufacturers Export Association, Philadelphia Commercial Museum, American Exporters and Importers' Association, Chamber of Commerce of the State of New York, New York Produce Exchange, New York Merchants' Association. The meeting discussed at length all phases of American export practice, and issued the following statement of definitions and recommendations agreed upon.

As the most certain means of insuring unmistakable clarity in terms and conditions of sale, the conference voted to recommend to manufacturers and exporters that all use of abbreviated forms of export price quotations be abandoned, and that such terms be written out in full.

The conference recognized, however, that this recommendation is not likely to be accepted generally at once; and therefore, in the hope of effecting a simplification and standardization of American practice, it adopted the following statement of definitions of the abbreviated forms in more common and general use in the export trade. The conference strongly recommends to manufacturers and exporters that wherever abbreviated forms of export quotations are employed, the forms herein defined be used, as far as possible, to the exclusion of other forms.

DEFINITIONS OF EXPORT QUOTATIONS

These are, in their order, the normal situations on which an export manufacturer or shipper may desire to quote prices. It is understood that unless a particular railroad is specified, the property will be delivered to the carrier most conveniently located to the shipper. If the buyer, for the purpose of delivery, or in order to obtain lower transportation charges, desires that the goods be delivered to a carrier further removed from the shipper and entailing a greater cost than delivery to the carrier most favorably situated, the carrier to which the buyer desires delivery of the goods should be named in the quotation. The term "cars or lighters," as used herein, is intended to include river, lake, or coastwise ships, canal boats, barges, or other means of transportation, when so specified in the quotation.

CASE NUMBER ONE

When the price quoted applies only at inland shipping points and the seller merely undertakes to load the goods on or in cars or lighters furnished by the railroad company serving the industry, or most conveniently located to the industry, without other designation as to routing, the proper term is:

"F. O. B. (named point)."
Under this quotation:
A. Seller must
(1) place goods on or in cars or lighters

We See Ourselves as Others See Us

Mr. Thos. Bolton of W. S. Crawford, Ltd., Writes Concerning the Wm. H. Rankin Company Organization

By One of the Copy Men

WE who work for the William H. Rankin Company and its clients are naturally *sold* on *our* organization and our *chiefs*. We think we have the greatest advertising organization in the world. If we didn't we couldn't do our best work.

But our own earnest *conviction* of merit as an organization is naturally biased by our feeling of *loyalty* to the chiefs we serve—and well why not speak the truth—love.

So when we write or talk about the *executives* of *our* company perhaps the average reader or hearer thinks our remarks are too highly seasoned by the pepper of enthusiasm. So he naturally adds more than the proverbial grain of salt, so that he may assimilate the net truth.

But you who read the following may spare the salt. Mr. Bolton is in no way connected with the William H. Rankin Company. He came from England to study business conditions in this country. Some one told him he ought to see the working organization of the William H. Rankin Co.

He came unannounced.

As a result he wrote up our organization from a British Advertising Agency man's viewpoint. We will quote a few excerpts.

We O. K. his estimate of our chief as it stands without reservation.

"The personality of William H. Rankin has fused the personnel of the organization into a closely-knit company or brotherhood, conscious of its unity, power, and purpose. Mr. Rankin inspires and directs it. You cannot do this by force of personal gifts alone; there must be qualities of the heart as well as of the head; and one finds these uppermost in Mr. Rankin's character. No one can doubt for a moment that he has the personal interests of everyone of his staff at heart, or that he possesses their affectionate regards. Fine as William H. Rankin Company's achievements have been, I am sure they are only the earnest of what they will do in the future."

Mr. Bolton's first hand impression of Wilbur D. Nesbit is remarkably accurate, but we wish he had known him long enough to know his lovable qualities.

"Another man of unmistakable personality and a leader in the firm is Mr. Nesbit. He strikes you from a different angle—the artistic. His eye, his speech, his manner, proclaim the thinker and man of culture. And if the proof that a man is an artist be in the work he does, well, there is abundant, available evidence thereof.

"Wilbur D. Nesbit is one of those fine minds which supply the gleam to the oriflamme of advertising. So long as such men are in advertising and are attracted to it, the status of the profession must continue to rise."

To the following condensation of Messrs. Rinehart, Groth and Walberg please know that theirs are personalities overflowing with good fellowship and kindliness, and we will feel justice is done.

"Robert E. Rinehart, second vice-president and director, graduate of Princeton 1904; first experience as reporter New York *Sun*, 1902–1906; with Mr. Rankin, 1906–1907 in Indianapolis as editor of one of the Bobbs-Merrill magazines when Mr. Rankin was business manager; Pacific Coast as magazine writer and managing editor Pacific Coast newspapers; joined Rankin company, 1916, as head of New York organization. I found him to be one of the best posted men in business, national, and international affairs; good executive; man who writes with a logical punch. His copy, plans, editorials, and news stories for the Red Cross, Liberty Loan, and General Crowder's 18–45 Draft are among the finest contributions to wartime advertising literature."

"H. A. Groth, treasurer, a man with the analytical mind, who believes a proposition must be analyzed from the inside as well as outside, supplies his definite contribution to making a well rounded organization. It is said of him from his unusual sources of information and charts, he can forecast the result of an election, or tell an advertiser what the consumer, the dealer, and the distributor think of his product. He has been on the job, continuously since 1899, and the basis of his life's work is sincerity and rugged integrity."

"Art, typography, type, and layout of advertising have become even more important in America than in Great Britain, and when I met Mr. Myron C. Perley, secretary of the Rankin Company, I at once knew why advertising is so much more advanced in the United States than anywhere else. Mr. Perley has the reputation of being the leading exponent of advertising, designing, and building. In fact, Mr. Perley approaches the matter of advertising-designing just as the highest grade architect approaches the designing of a beautiful home."

"C. E. Walberg, general manager, New York organization. For ten years in the forefront of planning and executing campaigns for Marshall Field & Company, Haynes Automobile Company, Grinnel Gloves, and other accounts. No campaign is too big for him to see through to an unusually successful conclusion; his recent work for The B. F. Goodrich Rubber Company, Monroe Clothes, Pelmanism, and Crescent Dish Washing Machine Company, and his plans for government advertising are considered excellent. He knows advertising service from start to finish."

So much for the high lights on the executive personnel. It's all true and more.

Then Mr. Bolton made a wonderful exposition of organization work of which we unfortunately may only quote part for lack of space.

"Here we touch the secret of the really efficient organization. The material factors of working space, equipment, facilities, and so forth, which mean everything to your uninspired organization, mean less, but contribute more to your Rankin type of organization. None the less, I should have been disappointed if the Rankin methods and machinery had not touched a high standard. On the contrary, I found the agency so well equipped, so well run, and departmentally complete, that I was glad of the opportunity given me to study it. I appreciated the fact that an agency which can handle, not only the vast advertising operations of The B. F. Goodrich Rubber Company, and Marshall Field & Co., but also that of Kellogg's Wilson's Certified Products, Monroe Clothes, Pelmanism, Mead Cycle Company, Haynes Automobile Company, Cheney Talking Machine Company, Grinnell Gloves, Hartmann Trunks and Kitchen Maid Cabinets, and other wantted commodities, and give to them all the touch of 'class,' must function with the utmost efficiency, proving itself business-like as well as advertising-like.

"I found that the principle of bringing the mass power of the constructive thought of the agency to the consideration of the problems revealed by investigations and charted survey, also of the policies of the advertiser, was employed. Subsequent to this process, the responsible executives cooperating with selected copywriters, merchandising experts, and artists, concentrated on the creative task."

MR. BOLTON'S complete article, together with articles by all our chiefs, is now done in a neat book called, "Brass Tacks."

We are mighty proud of it. We will be glad to send it to you. We bore no one with personal solicitations, but we *all* would be mighty glad to meet any *appointment* at your pleasure.

Wm. H. Rankin *Company*

William H. Rankin, *President*
Wilbur D. Nesbit, *1st Vice-President*
Robert H. Rinehart, *2nd Vice-President*
H. A. Groth, *Treasurer*
Myron C. Perley, *Secretary*

Associated with Chas. F. Higham, Ltd. London, England

50 Madison Avenue, New York
104 So. Michigan Avenue, Chicago

WASHINGTON LOS ANGELES SAN FRANCISCO
Imperial House, London

Established 1899

(2) secure railroad bill of lading
(3) be responsible for loss and for damage until goods have been placed in or on cars or lighters at forwarding point, and clean bill of lading has been furnished by the railroad company.

B. Buyer must
(1) be responsible for loss and or damage incurred thereafter
(2) pay all transportation charges including taxes, if any,
(3) handle all subsequent movement of the goods.

CASE NUMBER TWO

When the seller quotes a price including transportation charges to the port of exportation without assuming responsibility for the goods after obtaining a clean bill of lading at point of origin, the proper term is:

"F. O. B. (named point) *Freight Prepaid to* (named point on the seaboard)."
Under this quotation:
A. Seller must
(1) place goods on or in cars or lighters
(2) secure railroad bill of lading
(3) pay freight to named port
(4) be responsible for loss and for damage until goods have been placed in or on cars or lighters at forwarding point, and clean bill of lading has been furnished by the railroad company.

B. Buyer must
(1) be responsible for loss and for damage incurred thereafter
(2) handle all subsequent movements of the goods
(3) unload goods from cars
(4) transport goods to vessels
(5) pay all demurrage and for storage charges
(6) arrange for storage in warehouse or on wharf where necessary.

CASE NUMBER THREE

Where the seller wishes to quote a price, from which the buyer may deduct the cost of transportation to a given point on the seaboard, without the seller assuming responsibility for the goods after obtaining a clean bill of lading at point of origin, the proper term is:

"F. O. B. (named point) *Freight Prepaid to* (named point on the seaboard)."
Under this quotation:
A. Seller must
(1) place goods on or in cars or lighters
(2) secure railroad bill of lading
(3) be responsible for loss and for damage until goods have been placed in or on cars or lighters at forwarding point, clean bill of lading has been furnished by the railroad company.

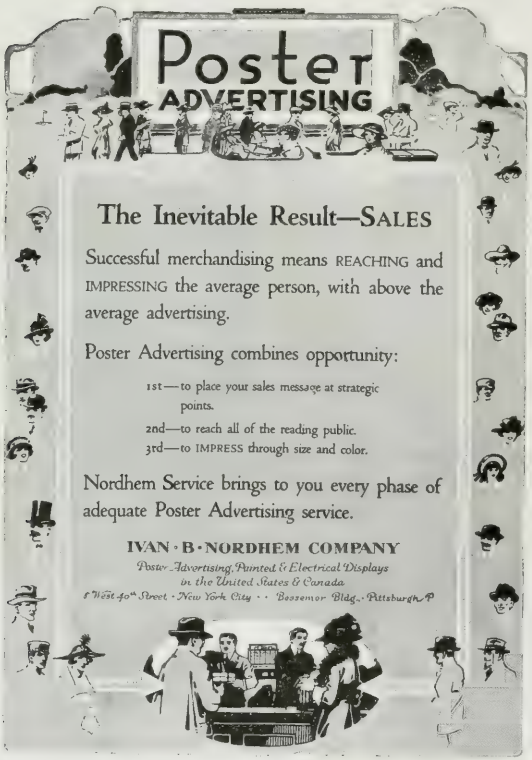
B. Buyer must
(1) be responsible for loss and for damage incurred thereafter
(2) pay all transportation charges (buyer is then entitled to deduct from the amount of the invoice the freight paid from primary point to named port)
(3) handle all subsequent movement of the goods
(4) unload goods from cars
(5) transport goods to vessel
(6) pay all demurrage and or storage charges
(7) arrange for storage in warehouse or on wharf where necessary.

CASE NUMBER FOUR

The seller may desire to quote a price covering the transportation of the goods to seaboard, assuming responsibility for loss and or damage up to that point. In this case, the proper term is:

"F. O. B. cars (named point on seaboard)."
Under this quotation:
A. Seller must
(1) place goods on or in cars
(2) secure railroad bill of lading
(3) pay all freight charges from forwarding point to port on seaboard
(4) be responsible for loss and for damage until goods have arrived in or on cars at the named port

B. Buyer must
(1) be responsible for loss and for damage incurred thereafter
(2) unload goods from cars
(3) handle all subsequent movement of the goods



(4) transport goods to vessel
(5) pay all demurrage and for storage charges
(6) arrange for storage in warehouse or on wharf where necessary.

CASE NUMBER FIVE

It may be that the goods, on which a price is quoted covering the transportation of the goods to the seaboard, constitute less than a carload lot. In this case, the proper term is:

"F. O. B. cars (named port) L. C. L."
Under this quotation:
A. Seller must
(1) deliver goods to the initial carrier
(2) secure railroad bill of lading
(3) pay all freight charges from forwarding point to port on seaboard
(4) be responsible for loss and for damage until goods have arrived on cars at the named port.
B. Buyer must
(1) be responsible for loss and or damage incurred thereafter
(2) handle all subsequent movement of the goods
(3) accept goods from the carrier
(4) transport goods to vessels
(5) pay all storage charges
(6) arrange for storage in warehouse or on wharf where necessary.

CASE NUMBER SIX

Seller may quote a price which will include the expense of transportation of the goods by rail to the seaboard, including lighterage. In this case, the proper term is:

"F. O. B. cars (named port) *Lighterage Free.*"
Under this quotation:
A. Seller must
(1) place goods on or in cars
(2) secure railroad bill of lading
(3) pay all transportation charges to, including lighterage at, the port named
(4) be responsible for loss and for damage until goods have arrived on cars at the named port.
B. Buyer must
(1) be responsible for loss and or damage incurred thereafter
(2) handle all subsequent movement of the goods
(3) take out the insurance necessary to the safety of the goods arrival on the cars
(4) pay the cost of hoisting goods into vessel where weight of goods is too great for ships tackle.
(5) pay all demurrage and other charges, except lighterage charges.

CASE NUMBER SEVEN

The seller may desire to quote a price covering delivery of the goods along side overseas vessel and within reach of its loading tackle. In this case, the proper term is:

"F. A. S. vessel (named port)."
Under this quotation:
A. Seller must
(1) transport goods to seaboard
(2) store goods in warehouse or on wharf if necessary, unless buyer's obligation includes provision of shipping facilities
(3) place goods along side vessel either in a lighter or on the wharf
(4) be responsible for loss and for damage until goods have been delivered along side the ship or on wharf.
B. Buyer must
(1) be responsible for loss and for damage thereafter, and for insurance
(2) handle all subsequent movement of the goods
(3) pay cost of hoisting goods into vessel where weight of goods is too great for ship's tackle.

CASE NUMBER EIGHT

The seller may desire to quote a price covering all expenses up to and including delivery of the goods upon the overseas vessel at a named port. In this case, the proper term is:

"F. O. B. vessel (named port)."
Under this quotation:
A. Seller must
(1) meet all charges incurred in

Important to Advertisers

A BIGGER and BETTER ALL-FICTION MAGAZINE

BEGINNING with the issues of July 24th, The Argosy and the All-Story Weekly will be consolidated under the title of

ARGOSY--ALLSTORY WEEKLY

This consolidated magazine will mean the best all-fiction magazine we, or any other house, have ever published. The best of The Argosy and the All-Story will be retained—the best authors—the best novels and stories—the best editorial talent.

The current serials and popular authors will be continued in the consolidated magazine, so that the readers of each of the combined magazines will be held by the one magazine under its new title, making it the

Largest Selling All-Fiction Magazine in America

With the saving in production costs that this consolidation makes possible, the price of 10c. to the reader can be retained, an increase in advertising rates avoided, and a bigger and better magazine furnished the reader.

There is no change in the advertising rates or in the circulation upon which the present rates are based.

Member A. B. C. and All-Fiction Field

THE FRANK A. MUNSEY COMPANY

placing the goods actually on board the vessel
(2) be responsible for all loss and for damage until goods have been placed on board the vessel.

B. Buyer must
(1) be responsible for loss and for damage thereafter.
(2) handle all subsequent movement of the goods.

CASE NUMBER NINE

The seller may be ready to go farther than the delivery of his goods upon the overseas vessel and be willing to pay transportation to a foreign point on delivery. In this case, the proper term is:

"C. & F. (named foreign port)."
Under this quotation:
A. Seller must
(1) make freight contract and pay transportation charges sufficient to carry goods to agreed destination
(2) deliver to buyer or his agent proper bills of lading to the agreed destination
(3) be responsible for loss and for damage until goods have been delivered along side the ship and clean ocean bill of lading obtained (seller is not responsible for delivery of goods at destination).

B. Buyer must
(1) be responsible for loss and for damage thereafter and must take out all necessary insurance
(2) handle all subsequent movement of the goods
(3) take delivery and pay costs of discharge, lighterage and landing at foreign port of destination in accordance with bill of lading clauses
(4) pay foreign customs duties and wharfage charges, if any.

CASE NUMBER TEN

The seller may desire to quote a price covering the cost of the goods, the marine insurance on the goods, and all transportation charges to the foreign point of delivery. In this case the proper term is:

"C. I. F. (named foreign port)."
Under this quotation:
A. Seller must
(1) make freight contract and pay freight charges sufficient to carry goods to agreed destination
(2) take out and pay for necessary marine insurance
(3) be responsible for loss and for damage until goods have been delivered along side the ship, and clean ocean bill of lading and insurance policy have been delivered to the buyer, or his agent. (Seller is not responsible for the delivery of goods at destination, nor for payment by the underwriters of insurance claims.)
(4) provide war risk insurance, where necessary, for buyer's account.

B. Buyer must
(1) be responsible for loss and for damage thereafter, and must make claims to which he may be entitled under the insurance directly on the underwriters.
(2) take delivery and pay costs of discharge, lighterage and landing at foreign port of destination in accordance with bill of lading clauses
(3) pay foreign customs duties and wharfage charges, if any.

Explanations of abbreviations:
F. O. B.—Free on board.
F. A. S.—Free alongside ship.
C. & F.—Cost and freight.
C. I. F.—Cost, insurance and freight.
L. C. L.—Less than carload lot.

In reaching the conclusions set forth in this statement the conference considered the fact that there are, in more or less common use by manufacturers in different parts of the United States, numerous variations of these abbreviations, practically all of which are employed to convey meanings substantially synonymous with those here defined. For instance, there are manufacturers who quote "F. O. B. Cars," "F. O. B. Works," "F. O. B. Mill," or "F. O. B. Factory," meaning that the seller and buyer have the same responsibilities as those set forth in Section 1. The conference considered all those variations and determined to recommend the use of "F. O. B. (named point)," as "F. O. B. Detroit," "F. O. B. Pittsburgh," etc. Of the considerable number of these abbreviations which are used in the United States, the conference felt that the form "F. O. B. (named point)" is most widely used and understood and therefore should be adopted as the standard of practice.

This very helpful article by Clayton Sedgwick Cooper will be concluded in the July 24, issue, of ADVERTISING & SELLING.

Keeping. Up. With The Times

A FACT A WEEK

According to the Manufacturers' Census Bureau

Washington

As a Manufacturing City

Has Over 600 Industries Employing About 35,000

The total capitalization of manufacturing industries in Washington is now more than Eighty Million Dollars, and the total output of these industries has more than trebled within the past six years.

The Washington Times
WASHINGTON, D. C.

Finger Lakes Advertising Men Organized

The Finger Lakes Advertising Men's association, an organization for the promotion of better understanding between the advertising managers of various industries in Central New York, was formed at a get-together meeting of men interested, at the Gould in Seneca Falls, N. Y., recently.

The call for the meeting was sent out by W. C. Van Bergen of the Columbian Rope Co., Auburn, N. Y., and answered by 17 managers. The organization was effected following a dinner and a similar meeting is planned each month. The object is for a general clearing house of ideas, the discussion of the best mediums for advertising and the different houses from which supplies may be ordered with the least possible delay and expense. Many different lines were represented from perfumery and toilet articles to engines and automobiles. Each man gave his views of the subjects presented and a general discussion followed each talk.

Those present were P. A. Ross of the Bowen Products corporation, Syracuse; C. O. Warner and J. T. Rice of the Rice Brothers of Geneva, nurserymen; J. H. Hinkley of the Geneva Cutlery company; Hart Cooke of the McIntosh & Seymour Engine Corporation of Auburn; James Wright of the Wright Spark Plug company of Auburn; S. S. Smith of Phillips & Clark Co. of Geneva; John Craft and W. H. Lisk of the Waterloo Body corporation; J. C. Newton of Commercial Laboratories company of Auburn; H. M. Eichelberger of the Franklin Automobile company, Syracuse, and W. B. Rogers of the Seneca Falls Rule and Block company.

The next meeting will be held, according to present plans, at the Geneva Rod & Gun Club, at which time the full membership of 44 members is expected to be present.

Great Field Open to the Candy Business

The United States is to-day the largest consumer of sugar in the world, and most of its excess consumption is in the form of candy and sweet drinks. On the other hand, the candy industry is still in a highly undeveloped state as compared with similar industries such as tobacco or chewing gum. In other words, it is not so well organized. There are no dominating large concerns but rather a multiplicity of small producers. At the present time the main interest of the industry is focused upon the production rather than in market competition, as the demand is still much greater than the supply.

However, as Max Goldstein remarks in the *Magazine of Wall Street*, new capital is flowing into the industry, the more easily as there are no outstanding large combinations to fight, and it is only a question of time when competitive conditions, the growth of large producing combinations, and other signs of the development of an industry will be noticed in the candy business. An important angle, therefore, from which to look at any candy company of to-day is to consider what its position is likely to be as the industry develops.

At the present time there are two important factors affecting the industry, one demand, the other supply. The coming of prohibition, as every writer who has ever mentioned sugar has had occasion to remark, has greatly increased the demand for candy and sweet drinks for physical and psychological reasons. Not only does sugar supply to some extent the stimulation which alcohol gives, but the soft-drink parlor is the nearst approach to the atmosphere of the bar that the Eighteenth Amendment permits.

From the standpoint of supply the shortage of sugar is the important thing. The shortage, be it noticed, is to a large extent caused by this very increase of activity in the candy and allied industries, as they are estimated to be accountable for one-third of the sugar consumption of the United States. In any case, there can be no doubt that the sugar scarcity is hampering production, while to some extent the competitive bidding of the candy producers for the limited supply of sugar has caused the prices which have so greatly raised their production costs. Of course, the candy producers had an advantage in this bidding in that the demand for their products has been so great that they knew they could pass on any increase in production costs to their consumers. This has been the case particularly since the prices of candy products, formerly practically fixed by convention, have been made more flexible and the public has become used to paying odd amounts like 6, 7 and 14 cents, where is formerly paid just nickels and dimes.

Jobbers To Advertise Fruits

At a recent meeting of the Kansas-Oklahoma Fruit Jobbers' Association it was voted to combine with four other similar associations in the Middle West and support a fund of approximately $75,000 now being raised to advertise fresh fruits and vegetables to the consumer through newspapers, poster and other forms of local advertising. Each jobber is to contribute $1 per car for each car of fruits and vegetables he handles.

Loft Candy Sales Gain 67 Per Cent Over the Fourth

Sales of Loft, Inc., from July 1 to July 5 showed an increase of 67 per cent compared with the corresponding period of 1919.

Lever Bros. May Get Linseed Control

R. H. Adams, president of the American Linseed Co., who sailed on the Olympic last week, left, according to the New York *Tribune*, with the intention of closing negotiations which will result in the passing of linseed control to Lever Bros., British soap organization, headed by Lord Leverhulme.

Robert Reis & Co. Sales Increase

Gross sales of the Robert Reis & Co. and subsidiaries for the six months ended June 30, 1920, amounted to $3,535,784 as compared with $2,403,923 in the same period of 1919.

Peach and Fig Growers Merge

Over sixty fig growers, representing twelve hundred acres in Fresno County, banquetted in San Francisco recently and voted to ally themselves with the Peach and Fig Growers' Association.

In joining the Peach Association they will have the advantage of an investment of one million dollars in packing plants and subsidiary structures, as well as machinery already installed which needs no adjustment for the treatment of figs.

The merger of the peach and fig growers under one head will mean the control of an acreage that will reach nearly fifty thousand within a few years.

S. H. Kress Sales Gain $2,345,486

S. H. Kress & Co. reports sales of $12,825,197 for the six months ended with June, a gain of $2,345,486 over the sales in the 1919 period. For the month of June sales amounted to $2,410,283, an increase of $495,923 over June, 1919.

Can't Sell Foreign Airplanes Here

Foreign airplanes cannot be dumped in this country, the United States District Court of Brooklyn has decreed, on ground that such sales would infringe Wright patents. Injunction was obtained by Wright Aeronautical Co. of Paterson, N. J., against Interallied Aircraft Corporation of New York, prohibiting them from selling foreign planes in this country. Suit is now pending against Aerial Transport Corporation, which plans to sell half of British surplus, consisting of 15,000 planes and from 20,000 to 30,000 motors.



N. FREDERICK FOOTE

As Fred Foote was a fellow student at Amherst with Governor Coolidge (who may be our next Vice-President), perhaps he will be leaving us soon to join the Cabinet.

I hope, however, he will remain with me, because the twelve years' association I have had with him have been extremely pleasant ones.

Paul Block

Detroit Journal

Detroit is the fourth largest city in the United States, with a million population. It has grown faster than any other city.

The Detroit *Journal* is keeping pace and is growing, stride for stride, with the city. It is the paper Detroiters like. It is energetic, reliable and always working for the best interest of Detroit's citizens. It is a prosperous and respected paper. Its advertising volume is so large it is limiting copy, yet is often compelled to leave out many columns of both local and national copy.

Serial adv. No. 12



Technical Advertising is almost *direct selling*

Stepping right out of the pages of the technical journal, the well-written advertisement **talks sales** to the engineering executive. For Mr. Buying Engineer values those advertising pages and reads them religiously. He **depends** on them to keep him posted on the latest and best equipment and material.

Especially is this true of the 11 McGraw-Hill publications, with their hand-picked, A. B. C.-audited circulation, reaching the men in mining, civil, electrical, chemical and mechanical engineering work who really influence what is bought. A man of this type looks on his McGraw-Hill journal as an essential tool, focusing for him each week the information in his field upon which so much of his business success depends.

An advertisement in a McGraw-Hill paper reaches a definitely known class of readers—there is nothing hit-or-miss about it. Just to show you what exhaustive information can be given regarding McGraw-Hill subscribers, here are some recent questions answered by the Circulation Department:

What new shops in the automotive industries does "American Machinist" reach?

Give name and position of each subscriber to "Chem. & Met." in a textile mill.

About how many members of the national engineering societies are reached by the McGraw-Hill group?

What mining and metallurgical companies in France are reached by "Engineering and Mining Journal"?

How many copies of "Power" go to hotel power plants?

What subscribers to all McGraw-Hill papers are there at the Abitibi Pulp and Paper Co., Iroquois, Ont? (By the way, the answer to this was, in brief, "14 subscribers to 4 McGraw-Hill papers.")

If you have a story to tell to engineering executives, you can tell it directly and economically through the advertising pages of the McGraw-Hill publications. And there will be no guessing as to who will read your story—you will **know** beforehand.

The 11 McGraw-Hill Publications

Power
Coal Age
American Machinist
Electrical World
Electrical Merchandising
Journal of Electricity
Electrical Railway Journal
Engineering News-Record
Ingenieria Internacional
Engineering & Mining Journal
Chemical & Metallurgical Engineering

McGRAW-HILL CO., INC.,

Tenth Ave. at 36th St., N. Y.



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer.

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

Overcoming High Resistance in Marketing

How Radior Toilet Preparations, Handicapped By Prejudice As to the Name, Are Being Sold After Some Scientific Deductions

By ORLINE D. FOSTER

WHEN you ask me why we have found it more difficult to market Radior toilet preparations on this side of the ocean than we did in England," said Ellis Miller, president of the Radior Company, Ltd., of London, England, "I must be just as frank in my reply. I think it is because in England radium appears to have been more generally used in the treatment of human ailments.

"In England women keep themselves thoroughly informed of the progress that is being made in chemistry and medicine, and when we first put the Radior toilet preparations on the market on the other side we found quick cooperation from the buying public as soon as they were convinced that we were giving them all we claimed in radium content.

"In this connection we had an interesting experience.

"The first move in our advertising campaign was to send in some copy to the London *Daily Mail*. Much to our surprise it was refused, and I went over to the office immediately to locate the trouble.

"My talk with the advertising manager of the paper disclosed the interesting fact that he felt with radium at its existing price it would be impossible to include it in the content of the Radior pads we were advertising at the price of a few dollars. Moreover he questioned the ability of a new organization to fill the orders that would accrue from the advertising.

"Finding these two constituted all his objections I wrote out two checks, each for five hundred pounds sterling. These I handed to him and asked him to buy a Radior pad at any shop on the open market, have it analyzed by any chemist he cared to select and if it did not contain actual radium and live up to all we claimed for it he might retain the first check.

"In regard to the second check, I offered to have it posted as a guarantee to fill all orders within a reasonable time after the appearance of the advertisement.

"He assured me of his entire satisfaction with my guarantee, made the tests and sent me word he would accept the advertising. When I returned to his office he greeted me with much interest and said, 'Now, just for my own personal satisfaction will you answer me one question? How is it possible for you to use genuine radium, selling at between three and four hundred thousand pounds an ounce (about $1,800,000) in pads you are selling for a few shillings?'"

As one of the foremost radium experts in the world it was not difficult for Mr. Miller to give an explanation as conclusive as his previous arguments, and to drive it home he used as an example the use of radium on the dials and hands of a watch formerly sold at the universal price of a dollar.

"It is possible," said he, to divide and subdivide radium until you can get as small an amount as one sixty-fourth of a cent's worth. It seems incredible, I know, but chemists are used to these infinitesimal divisions. The radium would still be genuine and would retain all its valuable properties. For this reason and because of its enormous strength we are able to use it in these pads and still sell them at a profit."

GETTING THE CAMPAIGN OVER

Thus the campaign started and the preparations were endorsed by Boots, the famous English chemists, who stocked them in all their five hundred and eighty-five stores.

Encouraged by the enormous sales that have made it possible to house the Radior Company, London, in a building of its own, Mr. Miller came to New York and opened an office November 12, 1918.

An extensive advertising campaign was immediately launched in national magazines and the rotogravure sections of the largest and best known newspapers. But nations differ in their reactions. The policies that had won such popularity overseas did not meet with the same success in this country.

Feeling a desire to understand the real reasons for the difference, Mr. Miller decided to study individual reactions through a psychological analysis to be made through the advertising division of the Department of Psychology at Columbia University, using the results as a basis for future advertising campaigns. Both men and women were used in the tests to study the reaction of both sexes in relation to the value and use of radium.

TESTING OUT THE REACTIONS

In this test the following definite purposes were outlined as most worthy of special consideration to determine whether:

1. The popular idea of radium is such as to produce a favorable or unfavorable reaction to its use in toilet preparations.
2. To what extent this reaction is favorable or unfavorable.
3. On what the favorable or unfavorable reaction depends whether the idea of cost, beneficial or harmful effects of radium or some other factors.

In carrying this out it was decided that a definite question requiring a positive answer of "Yes" or "No" would produce the best results, and accordingly the following thirteen questions were used in the test:

Three dealing with the matter of the cost of radium.

Three dealing with the beneficial effects of radium.

Three dealing with the harmful effects of radium.

One concerning the willingness to use toilet preparations containing radium.

Three statements of rather indifferent character, as they may be considered to have either a harmful or beneficial influence upon popular opinion, according to circumstances.

The test was made on three hundred and ninety persons, who were selected in four groups, as a fair representation of the population of Greater New York.

They included first a well-to-do, educated group from New York City, including two hundred and forty-one persons; second, thirty persons of average intelligence; third, one hundred persons who confessed ignorance of radium; fourth, nineteen persons from "Beauty Parlors."

PREJUDICE TO BE OVERCOME

In analyzing results it was found that the unfavorable reaction against radium was two to one, evidently due to lack of knowledge of its curative properties and the impression that it is a dangerous drug. Reaction varied with the type of individual but even the highly cultivated group were unfamiliar with its medicinal value.

Analyzing the factors in the reaction the harmful effects stood first

and next came the impression that it was too costly to use an active amount in preparations selling at a popular price. This second impression was due to lack of knowledge that radium could be divided into small amounts and still retain its active properties.

This information was of great assistance in the formation of the new sales campaign, as it showed a lack of knowledge of radium rather than objection to its use.

Previous to these tests a preliminary campaign had been introduced to study the reaction of the name itself, with the astonishing result that out of two hundred and sixty-six responses only six showed that radium was brought to mind through the name "Radior."

The results of the test made one thing very clear to the mind of the manufacturer, and that was the fact that while lack of knowledge of the value of radium content might fail to give the preparations their full value to the mind of the purchaser, yet no antipathy could be caused by the name even if they objected to the use of radium, inasmuch as the name "Radior" carried no radium suggesting qualities.

It becomes evident, therefore, to the analytical mind, that the average person does not diagnose the name of a product specifically, but merely registers a general reaction to the pleasing or displeasing effect of the sound of the name.

SHAPING AN ADVERTISING COURSE

The situation, therefore, resolved itself into two possible conditions: One, an educational campaign instructing the public in the beneficial effects resultant on the use of radium; the other a general campaign familiarizing the public with the desirability of Radior preparations.

After a careful analysis of existing conditions the latter plan was chosen and a comprehensive sales promotion plan backed up by strong local advertising was decided on by the agency handling the account.

The proposed campaign covers the territory east of the Mississippi, which will be handled under two distinct plans, one for the large cities, the other to apply to the smaller towns.

The entire district was canvassed carefully and one hundred exclusive agents were appointed. Liberal terms were made and preferred position has been arranged for in local papers, the advertisements to appear twice a week for a period of eight weeks, after which a further analysis of sales will be made. Every six weeks or so the campaign will be gingered up by running a week of "specials" where a souvenirs will be given away and where every effort will be made to back up the agent in putting over a big volume of "Radior" sales.

In addition the agents' customers will be circularized, the sales force will receive special training on the selling of these preparations, and in the smaller places where there is an exclusive agent in each town a special card has been arranged for giving much the same atmosphere as those displayed in the London shop patronized and appointed by royalty. This plan is the one that will be used for the smaller cities or towns.

In the larger cities, New York, Philadelphia, Chicago, etc., where extensive plans have already been made, local dealers will be handled through a selected sales organization, and special conditions suitable to the locality have been arranged for. For the present all advertising will be carried on through local papers, using black and white, preferred space.

It is an interesting fact that in a try-out mail order campaign to secure agents in small towns the organization has secured them in the proportion of nine out of every ten attempted, and advance sales in the smaller towns show about the same ratio.

That this company intends to institute a very live selling campaign that is closely tied up with its advertising is already an assured fact, and it is fair to assume that this time "Radior" preparations will go over the top.

Many Women Advertising and Sales Executives

A survey of 250 plants, which the New York branch of the Y. M. C. A. has made to determine how generally women are employed in executive or technical work in factories, shows that women advertising and sales executives, with one exception, compose the largest group. Of the factories visited, 219 employed women as executives, and 157 women were advertising and sales executives. The survey was made in the territory of Greater New York and eastern New Jersey.

Two opposing points of view regarding the use of women as executives and trained technical workers were unearthed. Those opposing women advanced reasons such as: custom of the particular plant, men needed the work more than women, women couldn't do the work, the shortness of women's economic life because of leaving to be married, disqualifying characteristics such as lack of sympathy, too much sympathy, unstability, inadaptability, spinelessness and tendency to dominate. The second viewpoint, asserted to be the prevailing one, especially where women had been given a fair trial, was that she was adapted to the utmost degree for industrial work along the lines surveyed.

The general conclusions of the survery noted that in 219 out of 250 factories visited, women were employed as executive or technical workers; that in the production field, women have gravitated to positions of much responsibilty; that labor relations offer an expanding field for the professionally trained woman; that women are found successful in technical and special work; that opening opportunity for women provides an incentive for entire force; that where ability is found, it is thought better to promote a worker already employed than to hire an outsider.

The general conclusions insofar as present and future opportunities detail that all executive and technical positions investigated are open to women; that candidates for such positions are advised not to enter as operatives to gain advancement, except on assurance of specific opportunity; that for production work, the fore-woman's or production clerk's jobs are good starting points; that women may enter technical work from fields outside industry, but that where lines are definitely parallel, however, specific training for industry is desirable; that women need to acquire the long point of view, involving a willingness to expand their own responsibilities from a subordinate beginning.

An analysis of the survey shows that women were employed as follows:

Director of firm	1
Vice-president	1
Labor Mediator	1
Personnel Director	1
Employment Managers	28
Assistants	25
Service Director	1
Welfare Workers	23
Doctors	4
Nurses	80
Instructors	11
Visitors	2
Matrons	58
Lunchroom Managers	19
Assistants	3
Inspector of Efficiency	1
Factory Managers	9
Production Supervisors	116
Assistants	51
Department Heads	76
Assistants	46
Head Time-Keepers	4
Forewomen	99
General Superintendent	1
Office Managers	22
Department Heads	26
Miscellaneous Office Heads	41
Advertising and Sales	157
Research and Professional	164

The largest number of women executives were employed in the industries manufacturing women's wear, the paper and printing trades being next, with textiles third and electric and machinery fourth.

"A Splendid Paper"

Editor, Advertising & Selling:

What a splendid paper you are getting out nowadays. It is full of the best kind of advertising articles and we all read it with a great deal of interest. It is pleasing to notice how you have grown of late, which is evidence that you are on the right track.

With very best wishes and kind regards, I am—*Chas. F. Collisson, Advertising Manager, Northwest Farmstead.*

The Industrial Growth of Baltimore

¶ Baltimore's industrial growth during the twelve months ended May 31, 1920, has been greater than during all of the years from 1899 to 1914.

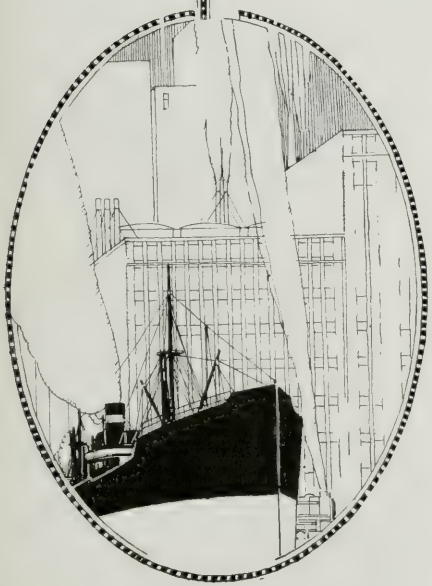
¶ Stated in terms of money and men, this twelve months' growth amounted to plant investment of $72,612,200.00 and 39,850 new employes. In that time, 100 new industries have decided to locate in Baltimore involving plant investment of $43,691,700.00 and employing 21,536 persons, and 134 expansions have taken place requiring 18,314 employes and an increase in plant investment amounting to $37,920,500.00.

¶ The importance of these figures is clearly appreciated by comparing them with those of the 15 years from 1899 to 1914. During that time, new industries and expansions were established in Baltimore employing 7,198 persons and $70,084,000.00 capital.

¶ Baltimore is throbbing with life—is advancing at a fast pace. There is wealth in Baltimore and the will to spend it for the best in merchandise and values.

¶ If there is anything you want to know about creating a profitable market in Baltimore, write our Service Department.

¶ You can cover this ready, responsive market for your product at only one cost by concentrating your advertising in The *Sunpapers*. They will carry your message into Baltimore's worthwhile homes, and do it quickly, surely, economically because



Everything in Baltimore Revolves Around THE SUN

Morning Evening Sunday

JOHN B. WOODWARD
Times Bldg., New York

GUY S. OSBORN
Tribune Bldg., Chicago

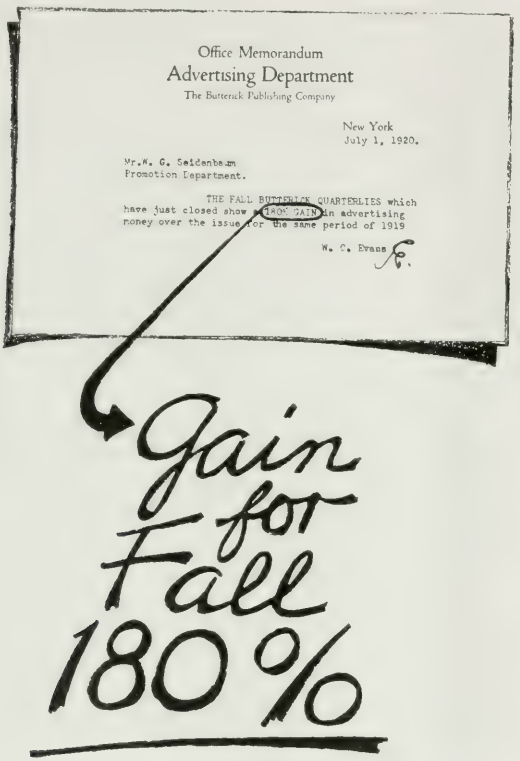
Baltimoreans Don't Say "Newspaper"
—They Say "Sunpaper"

The Development of the Magazines

(*Continued from page 8*)

tion. Everybody recognizes—admits and claims—that it is the editor and his work that makes any good advertising medium; and not that he must cater to the business end, or seek to assuage the multitudinous advertisers. On the contrary, there never has been a time in the history of magazine making when so great a degree of independence was guaranteed to the editor, when so much original initiative was expected of him, when he had so great latitude for his talent and his conscience. Only now he must make a magazine that is salable—not to the advertiser but to the readers. That which is sold to the advertisers by the publishers of the magazine is reader appreciation; not so much reader bulk, not so much newsstand buyers as readers who stay on year after year as readers, and whose attraction to the text pages is of that quality that includes the advertisements also.

This is one of the outstanding accomplishments in magazine publishing during the recent past, that readers of the magazines have been so won to them that they have become very much more potent as advertising mediums. I like to think of them as makers of business, and they have earned that pseudonym. They have out-earned that name of advertising medium, that had become tinctured with all that was not too good in the old days of advertising and publishing. A volume could be written—ought to be written—about this newer contact of the magazines with the world of business, that also involves a closer contact with their readers. When all's said, it remains true that the fine older magazines catered to a very small proportion of the people. It is seen that even a slight liberalization in the editorial policy of the *Atlantic* has already trebled its company of readers, and more than trebled its hold on its larger number.



THE CHANGING CONTENTS

The content of all the magazines is different from that of the older time. Go to the files and read some of the *Harper's* of even twenty years ago, or of the *Century*. Then take the latest numbers in hand. The difference is not so much in quality as in selection. To-day the editor strives to interest his readers; then the editors tried only to interest the literary minded, themselves first of all. The magazines now get next to their readers, the editors not worrying too much about leading or instructing or inspiring; they are content if they attract and interest. This policy is better for the readers as well as immensely better for the advertisers; and withal there is not much degradation of real literary quality—none in the case of those magazines that are ordered by competent editors. Interest is not necessarily dissociated from literature.

It is the most significant feature of recent magazine evolution, that they are getting very close to their readers, and thinking more of getting close to them than of improving them in a literary sense. Maybe the editors are thinking that a little improvement of a great number of readers bulks larger than great improvement of a few. And then again maybe they are thinking mainly of laying the foundations of the influence of their magazines deeply in the consciousness of many people who are only measurably critical, knowing that such foundations are as satisfactory and useful to them in their attempts to help on modern life and civilization as they are to the advertising managers. The thing is that the magazine editors and man-

agers have discovered that masses of readers are made plastic to the designs of the editor and profitable for the advertisers if, in handling them, a psychology that caters to their needs and aspirations is employed—and it is being skilfully and successfully employed, to the end that advertisers are now profiting by the magazines as never before; and, conversely and agreeably, magazine owners are profiting by their advertisers more considerably and more easly than ever they have before.

The recent history of the magazines illustrates beautifully the fact that advertising has become integrated in life, that it has ceased to be regarded as a thing apart. The advertisements in a magazine are interesting to its readers, and are read with the same care as the text. Many people attend to the advertising sections first. This is because advertising has become more interesting, and because people have become more responsive to its benefits. The purification of advertising has induced people to look to it for actual profit. It is improbable that one person ever looks casually through the advertising pages of any reputable magazine without being seized with the buying impulse. Many yield to it at once, and in the minds of many others it lingers as an urge that sometime will be satisfied by buying. It is this deferred appetite for that which advertising offers that makes the greatest magazine profit for the advertisers. Immediacy is not the best advertising asset. It is the slow and subtle instinct, the invitation that lies exposed on the reading table all the month, and is gently renewed every time the leaves are disturbed, pushing itself yet a little further into the determining consciousness, that finally generates acquiescence and action. This quality of magazine advertising has not perhaps been appreciated and capitalized to the full, but surely in it is found at least one of the major causes of its fruitfulness. The invitation of the magazines of to-day is to enter, sit, consider, and finally act; an insinuating proposal for the person who desires to profit by the announcements of the vendors of merchandise—and it is the proud boast of advertising that it has at length arrived at that stage in its development where it actually fulfills its promises, and the people know that it has.

Gillette Razor Sales 75 Per Cent Ahead —100,000 "Big Fellows" Sold Already

Frank J. Fahey, vice-president and treasurer of the Gillette Safety Razor Co. who sailed for Europe on the *Imperator* July 15 to make his customary visit to the company's branches in London, Paris, Copenhagen, Madrid, Milan, Brussels and Amsterdam, in an interview said:

"Domestic business has been remarkably good,—razor sales for six months are about 75 per cent ahead of 1919.

"This reflects the increased purchasing power by the American man in an article whose price is the same as it was 15 years ago.

"Our new set, the 'Big Fellow,' has taken well with the trade and re-orders are arriving in satisfactory volume. We have sold almost 100,000 of the 'Big Fellow' Gillette in America alone since bringing it out April 1. We are preparing for a big fall trade."

Regarding the company's foreign business Mr. Fahey said:

"Despite the unsatisfactory exchange rates the company's business has shown good progress in Europe and sales have been very good.

"Our company is in a strong position with respect to most countries in Europe where, as in France, a restriction has been placed on imports.

"In France, for instance, we have over two years' supply in our Paris warehouse and this enables us to take good care of our French business.

"Exchange rates are showing improvement and we think will gradually work to normal."



Have you a space buyer like Socrates?

Of Socrates it has been said that his reason was stronger than his instinct.

That is perhaps a rare quality, but somehow it is expected to be true of space-buyers. It may be taken for granted that the clients of advertising agents expect it as a matter of course.

Unfortunately, too much space is bought every day on impression, on instinct, on "hunch." It is impossible to *guess* the type of reader attracted by a magazine, or to *imagine* his buying power. These are FACTS as real as page sizes and line rates. They must be a part of the space-buyer's equipment.

In the series of advertisements which this announcement inaugurates, Munsey's intends to explain its function and its readers.

MUNSEY'S

Have you thought lately about the 224-line page and its special advantages: It possesses all the display value of the largest possible page because it is read by itself; it provides it at a lower unit cost; and it conserves paper.

National Committee on Newsprint Supply Re-organized

The National Committee on News Print Supply which was formed for the purpose of distributing print paper released by large newspapers, and which expired June 30, by limitation of its life, has been re-organized. During the first three months of the committee's activities 72 newspapers were saved from being forced out of busines, because of the shortage of print paper.

The New National Committee on News Print Supply is composed of:

Chairman Will V. Tufford, secretary of the Inland Daily Press Association of Clinton, Iowa.

Charles I. Stewart, chairman, newsprint committee of the Southern Newspaper Publishers Association, Lexington, Ky.; H. C. Hotaling, field secretary of the National Editorial Association, St. Paul, Minn.; Wallace Odell, New York Associated Dailies, Tarrytown, N. Y. and Edward J. Hancock, President Indiana Press Association, Greensburg, Ind.

The advisory committee members are: Willard E. Carpenter, publisher *Courier-Herald*, Lincoln, Neb.; John Sullivan, secretary-treasurer, Association National Advertisers, New York; James O'Shaughnessy, director, American Association of Advertising Agents, New York, and Stanley Clague, managing director, Audit Bureau of Circulations, Chicago.

Boston "Evening Transcript" 90 Years Old

On July 24, the Boston *Evening Transcript* will celebrate the 90th anniversary of its establishment. In a recent advertisement announcing its anniversary the *Transcript* reproduces two interesting advertisements from its issues in 1830 and 1831, significant of the great development since that time. All display advertising in those days, apparently, began with a statement such as "The subscriber most respectfully begs leave to inform his friends and the public that....." Formal and stilted, the display advertising of that day is even incomparable to the classified advertising of this century.

Spanish Publishers Ask Free Paper

Representatives of publishing concerns have conferred with Premier Dato, according to a Madrid dispatch, requesting him to authorize the free importation of paper. The price of paper has increased 450 per cent since the outbreak of the war, seriously crippling the printing and publishing business.

New Art Staff for Detroit Paper

The late Thomas M. Neilson, former art director of the Detroit Athletic Club *News* since its first number in January, 1916, who died recently, has been succeeded by Joseph C. Faust, formerly associated art editor. R. F. Heinrich, Russell Legge and Burt Thomas have joined the art staff.

New Agency for Export Advertising

Harry O. Mitchell, formerly editor of the *American Blacksmith* and associate editor of *La Hacienda*, and recently editor of the *Southern Funeral Director*, is the head of a new advertising agency recently organized in Atlanta, known as Mitchell-Meriwether. The company will specialize in export and Latin-American advertising. Mr. Mitchell is also head of the newly organized publishing company, the Photo-Engravers, Inc., of Atlanta.

Fleischmann Yeast Account With J. Walter Thompson Co.

The Fleischmann Company, Philadelphia, Pa., manufacturer of Fleischman's Yeast, has placed the conduct of its advertising campaigns with the J. Walter Thompson Company, New York.

B. Dyer, "Gredag" Sales Manager

B. Dyer, former manager of sales extension for the Aluminum Castings Company, has been appointed sales manager for the lubricant department of the Atcheson Graphite Company, Niagara Falls, N. Y. In addition to the sales work, Mr. Dyer will have general supervision over the advertising.

Sales Executives Promoted

The J. L. Hudson Company of Detroit announces the following changes in its executive officers: Joseph B. Mills, who for the past six years has been sales manager for this organization, is now advanced to the position of publicity director. Charles Koechen, formerly assistant sales manager, is now sales promotion manager.

Telephone Supply Account For Nemeyer

Paul Nemeyer & Co., Cleveland, Ohio, will place all advertising of the National Telephone Surply Company, Cleveland. A business paper and a direct mail campaign is being prepared.

Agency Wants 1921 Rate Cards

Murray Howe & Company, New York advertising agency, is sending out notices requesting weekly newspapers throughout the country to forward their rate cards for 1921. As some of the agencies clients are now planning national newspaper advertising campaigns for next year the agency finds it necessary to have their rate file of weekly newspapers up to that date.

Harry Levey to Open Branches

Branch offices for the Harry Levey Service Corporation, new industrial film company, are being established in Cleveland and Chicago. Mr. Levey, who has gone to superintend the opening of the branches, will also direct the filming of certain scenes of an educational film showing "The Evolution of Travel."

Rosenberg Agency Makes Additions

The Goshen Shirt Mfg. Co., manufacturers of "Crest" brand shirts, have placed their advertising account in the hands of the Irwin L. Rosenberg Co., Cunard Bldg., Chicago.

The program will include magazines, newspapers, trade press and general dealer promotion.

L. M. Brouillette, formerly advertising manager of the Cole Manufacturing Co., and later western representative for the *Peoples Popular Monthly*, has joined the copy staff of the agency.

Paul Gerding has been made a member of the art staff.

Frank B. Bull Joins Seeds Agency

Frank B. Bull, who, for the last eight years has had charge of automobile advertising in the Indianapolis *Star*, has joined the staff of the Russel M. Seeds Company, Indianapolis advertising agency.

Founder of United Cigar Stores Dead

William H. Stansfield, retired knit goods manufacturer, and one of the founders of the United Cigar Stores Company, died Sunday in the Knickerbocker Hospital, New York. Mr. Stansfield was stricken with apoplexy while taking a walk Saturday afternoon, and he was removed to the hospital.

He was born in Yorkshire, England, in 1850. At the age of six he came to this country with his parents, and settled in Camden, N. Y., where he was educated, and where he later entered the drygoods business.

Many years later, Mr Stansfield organized the Frisbie & Stansfield Knitting Mills Company, and established knitting mills in Camden, Utica and Syracuse, N Y. Later with Charles A. Whelan and others he organized the United Cigar Stores Company. He retired from business six years ago.

He is survived by his wife, two sons and a daughter.

South Bend "Tribune" Selects Representative

The special advertising firm of Storey, Brooks & Finley, New Yrk, has secured the South Bend *Tribune* as an addition to its list, and now represents twenty-three newspapers.

Howell Goes With Kelley Co.

Walter R. Howell has resigned from Brooke, Smith & French, Inc., Detroit, to join the Martin V. Kelley Company, Toledo, Ohio.

David Silve With Street & Finney

David Silve, formerly with the Bartlett Orr Press and the Bush Advertising Service, New York, has been retained by Street & Finney as consultant on typography.

Lee Rubber Sales Make $60 Per Cent Gain

Gross sales of Lee Rubber Co., were approximately $550,000 in June, or a rate of well over $6,500,000 per annum. For the six months ended June 30 sales were 60 per cent ahead of the first half of 1919.

Woolworth Sales $9,336,192 Ahead

Sales of F. W. Woolworth Co. for the first six months of this year were $60,395,262, an increase of $9,336,192 over the same period last year. For June, sales were $10,817,985, a gain of $2,268,027 over June, 1919. Of the gain old stores were reported responsible for increase of $1,881,000 in June and $7,505,410 for the six months.

American Tobacco Business Breaks All Records

Business of American Tobacco Co. is breaking all records. In the five months ended with June 1 net earnings increased $2,000,000 over the corresponding period of 1919 while the gain in gross amounted to $12,000,000. This is an annual rate of nearly $5,000,000 increase for net and $29,000,000 gross.

Studebaker Rewards Harry Biggs

Harry A. Biggs, general sales manager of the Studebaker Corporation, has been made a vice-president of the organization. Before becoming general sales manager in 1919, Mr. Biggs was advertising counsellor for the concern for six years and had been identified with the merchandising of automobiles in the advertising agency field for many years.

One day in *The Sun and The New York Herald,*
Hanff-Metzger, Advertising Agents, *asked:*

HOW LONG IS SEVEN YEARS?

"Seven years seems like a long time to look ahead in your business?

Those giggling 14-year-old school-girls seem preposterously silly, and less than nothing to your sales plans?

Those gangling boys seem insupportably kiddish, and only so many ciphers as far as your business is concerned?

If you can't get their point of view now, what makes you think you can seven years from now?

—when those same school-girls will be shopping for fabrics and furniture and groceries and perambulators and —— fill in your own product right there:

—when those same boys will be buying clothes and razors and automobiles and —— there's a dotted line for you to write on.

What are you doing to build that factor of your business that some concerns list at one dollar because its value is so great that it is incalculable—goodwill?

If you don't know how to make a good-will impression on the most impressionable age you are not so very well equipped to make a good-will impression on the later ages when cartilages and mental processes alike are hardened."

- - - - - - -

Hanff-Metzger, that is exactly what I have been trying to tell you and all the other advertising agents and advertisers since I've been Advertising Director of **ST. NICHOLAS.**

The time to impress people is when they're children. The place to make an everlasting impression on this growing generation is through their own magazine

ST. NICHOLAS

A wholesome, interesting and educational magazine read and loved by the brightest boys and girls in the world

IF YOU EXPECT TO BE IN BUSINESS SEVEN YEARS FROM NOW THE PLACE FOR YOUR ADVERTISEMENT IS IN

ST. NICHOLAS

Don M. Parker

NOTICE OF RATE CHANGE!!

BEGINNING WITH THE SEPTEMBER, 1920, ISSUE, THE RATE FOR A BLACK AND WHITE PAGE IN ST. NICHOLAS WILL BE $250.

THE CHIEF REASON FOR THIS SLIGHT INCREASE IS A CIRCULATION OF PRACTICALLY 75,000 NET PAID—AND THE INCREASE STILL CONTINUES.

NEW RATE CARDS HAVE BEEN MAILED UNDER DATE OF JULY 15. IF YOU FAILED TO RECEIVE YOURS, PLEASE TELL US.

THE CENTURY CO., 353 Fourth Ave., New York.

How Does Your Line Impress the Representative's Salesman?

This House Organ That Keeps Him Interested Ought to Interest Manufacturers Who Sell Through Representatives

THERE is a special problem in industrial coordination presenting itself to the executives of a manufacturing industry whose home office must cooperate with a selling force not directly attached to the house, but working from the headquarters of manufacturers' representatives throughout the country. The task of keeping the salesman sold on the product and service is doubled and redoubled when you find that salesman a man who handles several lines in the same field.

According to the usual system a representative in the power plant field, for instance, will handle boilers, stokers, fire brick, pumps, engines, coal and ash handling machinery and perhaps a variety of similar products. Often he will have a corps of salesmen who follow the sales of one or more of these products.

WHERE THE DANGER LIES

Now, it is human nature for the representative to push the product that he knows most about or finds easiest to sell. If, in the power field, he has made an intensive study of the principles of water feeders, he will, perhaps, push them to the detriment of flat arches which do not interest him so much. This will happen even when he is unconscious of the fact that he is boosting one line to the exclusion of others and although he firmly believes that he is putting the same energy and enthusiasm back of all the products he handles.

It is up to the manufacturer dealing through representatives to see that his product does not get lost amid the variety of other products which the representatives are handling. If he is awake to his own interests he will do a great deal more than simply put the product in the representatives hands and leave it there. He will contrive to make it stand out and dominate the rest.

How is he going to do it? In the ordinary case, the only link between the home office and the representative's sales force is made up of letters—routine letters—on the subject of the various jobs that come up. There are invariably uninspiring, matter-of-fact and negative in their influence. They must be reinforced.

This problem of reinforcement may be solved by the publication from the home office of a house organ. This is the solution offered by Guy S. Hamilton, advertising manager of the American Steam Conveyor Corporation, in a letter on this subject to Advertising & Selling.

BOOSTING BY THE "BOOSTER"

The house organ of his firm is the "Booster," a mimeographed publication, printed on a regular letter-head sheet of violent golden-rod hue. The color was chosen "with malice aforethought" as qualified to guarantee attention when it burst out of the morning's mail. The subject matter in the "Booster" is varied. It isn't entirely inspirational and sales stimulating but includes short articles of an educational nature explaining some phase of steam jet conveyor engineering; news items telling of some unusual sale and mentioning the salesman by name; notices of new appointments, etc. The first of the four or five sheets in each issue carries an appropriate cartoon name plate, changed each month.

In steam jet nomenclature the word "booster" means something. A booster unit is a fitting through which a jet of high velocity steam is introduced into a conveyor line when both suction and discharge lie in a straight line. There is a steam jet conveyor idea behind the word besides the more conventional idea of boosting.

A feature of each issue is the clipping into it of proofs of some of the American Steam Conveyor Corporation's current advertising and an energetic "selling" of the salesman upon the power and prestige of that advertising goes along with it among the other notes in the issue.

SOME OF THE RESULTS

Just a short time ago the "Booster" printed a special issue filled with halftones of some of the sales representatives handling steam jet ash conveyor systems, ash pit doors, etc., for the company. This "Rogues' Gallery Issue," as it was called, was received with great favor and additional copies were requested by many of the salesmen who wanted to pass them on to their friends and relatives.

In concluding his story of the work of the "Booster" which is doing for a technical line what a similar publication might do for any line handled through manufacturers' representative, Mr. Hamilton says:

"Is the 'Booster' serving its purpose? Decidedly. Its influence on the sales force at large has been marked. This is traced by the re-

SIXTH OF A SERIES

Routing Salesmen

THE route lists of Indianapolis retailers are constantly corrected. These are available for use of any manufacturer whether or not he supports his product with advertising in The News. This is but a small part of the service of The News to the manufacturers. It is also a service to the retailers, because it insures that none of them will be overlooked by the manufacturer coming into this market.

THE INDIANAPOLIS NEWS

New York Office DAN A CARROLL Tribune Building

FRANK T CARROLL Advertising Manager

Chicago Office J E LUTZ First National Bank Bldg

USE NEWSPAPER ADVERTISING ON A THREE-YEAR BASIS

sults received through certain special selling campaigns that have been conducted exclusively in this medium. The sale of certain parts and fittings has doubled within the past year.

"The 'Booster' is given the credit.

"Increased sales is only one of the many ways by which the 'Booster' is paying for the time and effort spent on it. The men in the field like it and look forward to it. If it is not received, letters come in asking 'for why'?

"Manufacturers who have to depend on representatives to handle their product need an organ like this to tie the representatives closer. It takes time and effort; but the indirect results are incalculable."

Industrial Fairs In 1920

Venice—International Arts. April 15 to Oct. 31.
Paris (Tuileries)—Applied Arts. May to Sept.
Lille—International Exposition. June 27 to Oct. 31.
Brussels—French fair. Aug. 15.
Geneva—Watch and Clock making. July 11 to 25.
Metz—General Fair. Aug. 15 to Sept. 15.
Leipzig—Autumn Fair. Aug. 29 to Sept. 4.
London—Machines and Tools. Sept. 4 to 25.
Leipzig—Technical. Sept. 12 to 18.
Prague—Annual Fair. September 5 to 28.
Lyon—Samples Fair. October 1 to 15.
Paris—Automobile Show. October.
London—Shoes and Leather. Oct. 4 to 9.

Ewart Promoted on "Grain Growers' Guide"

The management of the *Grain Growers' Guide* of Winnipeg, Manitoba, announces the appointment of K. D. Ewart to the position of assistant advertising manager with headquarters at Winnipeg.

Mr. Ewart has been on the advertising department of the *Guide* for the past three years in charge of foreign advertising, and for the preceding three years was with the advertising department of the Winnipeg *Tribune*.

L. M. Holtz with "World Outlook"

L. M. Holtz, formerly of the circulation department of the Curtis Publishing Company, and for more than two years manager of the subscription agency division of The Butterick Publishing Company, has been appointed director of Circulation of *World Outlook*.

Furniture Trade Papers Organize

Eight leading furniture trade publications organized the Associated Home Furnishers' Publications, at Grand Rapids, Mich., last week. The organization is aimed to co-operate with manufacturers and dealers in promoting better homes and to aid the home furnishing trades. C. R. Francis of *Furniture Journal*, Chicago, was elected president; John G. Gronberg of *Good Furniture*, Grand Rapids, vice president; and P. S. Johnson of *Furniture Index*, Jamestown, N. Y., secretary and treasurer.

Women Form Chatham Advertising Agency

Miss Bertha Bernstein has joined Miss L. Z. Guck, who recently established at 3 West 29th street, New York, in forming the Chatham Advertising Agency there.

Miss Bernstein was associated with the Dry Goods Economist for many years and recently was with the A. M. Sweyd Company, New York advertising agency. Miss Guck is formerly of Gornay, Inc., advertising agency.

"Southern Hospital Record"

John A. Hornsby, of Atlanta, formerly editor and publisher of the *Modern Hospital* at Chicago, is to be the editor of a new monthly soon to be issued in Atlanta, the *Southern Hospital Record*. J. M. Long, superintendent of the Georgia Baptists' Hospital, is associate editor. The Hospital Record Publishing Company has been organized and incorporated to publish the new magazine.

United Drug Shatters Sales Record

In the quarter just closed the United Drug Co. shattered another sales record. Total is expected to exceed $17,500,000, or at the rate of $70,000,000 annually. June showed sales 30 per cent greater than the corresponding period last year. In the first three months gross was over $16,850,000, 22 per cent more than 1919.

These figures do not include any business of Booth, Ltd., recently taken over—whose gross is now running at $10,000,000 annually—nor United Writing Paper Co. recently formed by United Drug Co., doing a business of $7,500,000 annually.

LIFE { Gee. Bee. Are. 1908--July--1902

In July 1908 we said "Watch LIFE."

The month of July just closed shows the largest record of advertising of any month in LIFE'S entire history.

We repeat in July 1920—Please watch LIFE.

The advertiser is protected by our policy of limited size publication—52 pages total.

Gee. Bee. Are

LIFE'S Advertising Manager, 31st St., West, No. 17, New York

B. F. Provandie, Western Mgr., Marquette Bldg., 1537, Chicago

George R. Cullen Opens Agency

George R. Cullen, who has been associated with the Brearley-Hamilton Co. Grand Rapids, Mich., advertising agency for two years, has resigned to open his own general advertising office in the Perkins Building of that city.

Before coming to Grand Rapids Cullen held important positions in the publicity field in his native city of Detroit.

He was successively assistant advertising manager of the Studebaker Corporation; publicity manager of the Hudson Motor Car Co., and editor of the "Hudson Triangle" and "Hudson Super-Six News Pictorial"; publicity manager of Chalmers Motor Co., and editor of the "Chalmers Monogram," "Chalmers Illustrated News" and "Chalmers Shop and Service."

Spending Wave Over, Says Banker

According to the viewpoint of a prominent Chicago banker, who is quoted in the *Magazine of Wall Street*, the orgy of extravagance and waste has about burned itself out, and the American people are waking to the prospect of a season of sane, practical, thriftful prosperity after a long nightmare of spurious joy in a fool's paradise. Furthermore, he believes there are many influences that will prevent a violent readjustment. There is a shortage of many necessities; government expenditures still continue on an extravagant scale; crop conditions are far from favorable and the country's railroads are unable to provide proper transportation facilities. Then there are the high wages being paid labor and the very high taxes—neither of which show any indication of dropping speedily.

Against these factors, which make for continued high prices, is the fact that the public itself has the power to control prices through increasing or diminishing demand. That power is now being exerted, for the public has reached its spending limit and is applying the brakes in a sensible manner.

Kelley Gets Wright Bearing Account

The Wright Bearing Company of Philadelphia, manufacturers of roller bearings, has placed its advertising with the Martin V. Kelley Company.

This account will be handled through the agency's New York office.

Hammer and Buck Join MacManus

George A. Hammer, for over eleven years advertising representative for the Curtis Publishing Company; previously with the Butterick Publishing Co., and engaged in advertising work for many years, has become associated with MacManus, Inc., Detroit advertising agency.

Charles E. Buck, for twelve years resident manager of the Whitehead & Hoag Company in Detroit, on August 1 will joint MacManus, Inc. in a general selling capacity. Mr. Buck was at one time advertising manager of the Hupp Motor Car Corporation, and was also a member of the Detroit staff of J. Walter Thompson Company.

Tipper Again on National Commission

Harry Tipper, business manager of Automotive Industries, New York, has been again selected by the Associated Business Papers, Inc., to be one of their three representatives on the National Advertising Commission of the A. A. C. W.

Hart Will Leave Willys-Overland

E. A. Hart, sales promotion manager for the past three years for Willys-Overland, Inc., Toledo, will leave that post on August first. Mr. Hart has been with the company for five years.

Made Handley-Knight Sales Manager

Joseph Tallmadge, who for the past two years has been an assistant division manager for the Willys-Overland Co., has been made sales manager of the Handley-Knight Motor Car Co.

Heads Lyons Battery Sales

Walter H. Schimpf, formerly eastern district manager of the truck department of the Paige Motor Car Co., has been appointed sales manager of A. H. Lyons & Co., manufacturers of storage batteries in Philadelphia.

Finnish Newspaper Editor Arrested

Akonstant Kikka, one of the editors of the *Industrialist*, a Finish daily published at Duluth, Minn., was arrested on Monday by O. S. Remington, immigration inspector, at the request of the Federal Department of Labor. He is being held in default of $5,000 bonds.

Powers Joins Motor Starter & Pump

James W. Powers has been appointed sales manager of the Motor Starter & Air Pump Co., Detroit, Mich., manufacturer of "Long Stroke" truck tire pumps and garage compressors. Powers was formerly associated with the Jaxon Steel Products Co., Jackson, Mich.

National Cloak & Suit Co. Starts House Organ

The National Cloak and Suit Co., New York, is now publishing a house magazine for its employes called "The National Circle." It made its initial appearance with the June issue.

Advertise for 2,000 Cooks

The Vienna newspapers are printing advertisements for two thousands Austrian women cooks to go to Chicago, according to a dispatch received by the New York *Times*. It is explained in the advertisements that Washington will authorize their admission.

Montreal Devotes $5,000 to Advertising

Municipal advertising may now be done by contract, according to letters, which the Administrative Commission of Montreal has addressed to the various newspapers of the city, asking them to quote prices, and give information as to their circulation, etc. It is said this decision on the part of the City Commissioners is in part due to a notice they have received that the city will have to pay more for its advertising, which costs from $5,000 to $6,000 per year. Municipal advertising consists of the official announcements that are placed before the public in relation to enforcement of by-laws, and to the many other things, including proclamations by the Mayor.

Sears, Roebuck Sales At Rate of $385,000,000

Sears, Roebuck & Company (Chicago) sales are running at a rate which indicates $385,000,000 for the year 1920. In the ten-year period from 1910 to 1919 inclusive the company averaged 11.56 cents profit on each dollar of sales, after all expenses, repairs and depreciation.

Automobile Prices Have Increased

Despite reports of impending cuts in automobile list prices, a Detroit survey of price changes made between May 1 and July 1 discloses increases ranging from $50 to $450 in 16 different cars. No price reductions have been made.

Garford Truck In France

A. E. Fouts, European manager of the Garford Motor Truck Company, has established permanent offices at 25 Avenue de L'Opera, Paris.

Made Detroit Oakland Sales Head

R. H. Schmidttdiel has become associated with the Detroit Oakland Co., as sales manager, with offices in Detroit.

Webb Re-elected Atlanta President

Dave Webb, of Webb and Vary, Atlanta publishers and printers, has been re-elected president of the Atlanta Advertising Club.

"Checho-Slovak Trade Journal"

The *Checho-Slovak Journal*, of Prague, with London office at 18 Sackville Street, W. 1, recently made its initial appearance with the May number.

W. O. Woodward Co. Incorporated

W. O. Woodward Company, producers of window display advertising campaigns, has been incorporated at 224 West 34th street, New York, and the following officers elected: W. O. Woodward, president; Robert L. Lemmon, manager of *House & Garden*, vice-president, and Everard P. Meade, formerly of W. F. Powers Company, secretary.

Miss Isreal With H. Black Co.

Miss Jeannette A. Israel, formerly of the advertising department of Hart, Schaffner & Marx, has been engaged as assistant advertising manager of The H. Black Company, makers and designers of "Woooltex Tailormades" in Cleveland. She will take her position as successor to Miss Florence Martin about August 15.

Rate & Data Service in New York

Standard Rate & Data Service, Detroit, Mich., has opened offices at 347 Fifth avenue, New York, with A. H. Moss, formerly in charge of the Chicago office, as eastern manager.

C. A. Bonniwell With S. W. Strauss & Co. in Chicago

Charles A. Bonniwell has resigned as advertising director and city sales manager of William J. Moxley, Inc., Chicago, churners of margarin, to become associated with S. W. Straus & Company, also of Chicago, dealers in investment securities. Mr. Bonniwell will have charge of the country mail order department and supervision of the same departments of the branch offices under the jurisdiction of Chicago. H. B. Matthews, of New York, for ten years advertising manager of S. W. Straus & Co., continues in that office.

Immediate National Publicity

Now, in July, you may advertise in The Digest. Altho we fix the number of pages per issue six weeks in advance, there is an allotment of space reserved in each issue for current advertising. Always, we have kept in mind the importance that The Digest has attained as a medium of quick national communication.

July 31st	Space	available	2	Pages
Aug. 7th	"	"	4	"
" 14th	"	"	2	"
" 21st	"	"	6	"
" 28th	"	"	8	"

Now, in July, millions of circulars are being mailed by us; twenty million people every week see "Topics of the Day" on the screen, and our advertising is appearing in the leading newspapers throughout the United States. Thus, the American public is being kept thoroughly informed as to the weekly contents of

The Literary Digest

IMMEDIATE National Publicity

Color in the Modern Periodical

(*Continued from page 16*)

sults exactly as the color pages in the magazines affect the reader's minds and direct them toward certain desired actions that have a purchase as the final objective.

COLOR IN CATALOGUES

The magazine advertiser can get some extremely valuable advice as to the value of color from the mail order advertiser who uses color in his catalogues. Here is the real acid test of the value of color because in a catalogue each article must pay its way or be omitted; thus the catalogue offers an excellent medium of comparison in sales results.

The large mail order houses, after years' of experiments, have come to the definite conclusion that most articles that have a distinct eye appeal can best influence their sale by their presentation in color. This is decidedly the case, for instance, with rugs and carpets. Most people will not buy a floor covering until they are sure that it contains the colors they want.

One mail order house which gets out an edition of a million catalogues printed an advertisement in half of that edition in black and white and in the other half in four colors. These pages were separately keyed and sent out indiscriminately so that they reached, in fairly even proportions, all parts of the country. Results showed that the merchandise in color produced sales fifteen times as great as those produced by the advertisement printed in black and white.

Sears-Roebuck get out a catalogue which, from a few experimental color pages, has developed in a dozen years to more than 140 color pages displaying articles that cover every household and farm need and include clothing and many brands of packaged foods.

SOME COLOR RESULTS

Turning to other types of color advertising, let me cite as characteristic of the service of the color page the experience of a well-known perfume manufacturer. This manufacturer had been circularizing his trade for years, but had never been satisfied with his returns. He had naturally assumed that perfume sold on its odor—not on its color. He tried colored photographs of filled bottles and the increase in his sales was amazing. As we all know, it is difficult to syndicate a secret, so the results of this experiment traveled quickly and now many of the leading perfumers are using exquisite color pages as a fixed part of the advertising program.

Among the early advertisers to appreciate the selling value of the color illustration were the seeds people. They found it indispensable. For instance, there are in cultivation in some of the big nurseries as many as two or three thousand varieties of peonies, and more than ten thousand varieties of gladiolas, and thousands of varieties of sweet peas. Their great difference lies in their colors. The problem was to find out how the desirability of one color variety over another could be best told and the answer, naturally, was by color illustrations. After a number of years of careful testing the seed men found that the amount of the sales for the favored varieties were only limited by the amount of their stocks. This sales result could not have been attained in any other manner.

Let us turn to the service of color

Covering a Special Field for Women

One advertiser who has used Modern Priscilla consistently says:

"Your publication holds the same relative position in the women's field as 'System' does in the men's field. Business is the all-important thing for the man. The home occupies the dominant position in the woman's mind."

An editorial expression of the purpose of Modern Priscilla follows:

"The world is full of trade papers for men that keep them in touch with the progress and discoveries in their special fields. The doctor, lawyer, merchant, manufacturer, engineer, farmer, and all the rest find inspiration and instruction, each in the publication which covers his particular field of endeavor. Priscilla's real excuse for being lies in the striving for the ideal that shall make it every woman's trade paper—a textbook in the womanly arts, if you will, ready to play its part in that 'liberal education' which is the divine right of all our girls."

Another advertiser remarks:

"There's no question but that women read their Priscillas more carefully and keep them longer than they do magazines devoted to light entertainment. This is because they recognize Priscilla's usefulness."

Nowadays one does not hear the question "What is your circulation?" as often as it was asked some time ago. It is more apt to be "What field do you cover?"

MODERN PRISCILLA

NEW YORK BOSTON CHICAGO

Member A. B. C.

as a medium of special emphasis used to concentrate attention on a restricted number of models in a line. In this connection, there occurs to the mind the experience of a nationally advertised western stove concern. By playing up in colors the models it wished to feature, this concern was enabled to cut its line from seven hundred numbers to two hundred and twelve. The result was a tremendous simplification of manufacturing problems and an increase in profits as the company could turn out more goods at lower costs by concentrating on a smaller number of models.

BALANCING WITH COLOR

In furniture, rugs, draperies, food articles, shoes and a thousand and one other commodities, the color reproduction in the salesman's portfolio is taking the place of his sample trunk. Manufacturers in every line are realizing more than ever before the importance of color.

Recently, while in the establishment of a large Fifth avenue concern I heard one of the executives complaining at the lack of interest shown by customers in the firm's high-grade period furniture.

"Our customers rarely even inquire about it," he told me. "Few people seem to know that we make the finest furniture in the world, notwithstanding the fact that we have had a window display right on Fifth avenue for over two years. Now, how do you account for it?"

As the object of my visit at that time was to show this gentlemen some color proofs of beautiful, Oriental rugs that we had made for his spring advertising it occurred to me as an answer to his question that, because of the superlative manner in which he had been advertising his exquisite rugs and carpets, he had allowed that portion of his business so to dominate that it had not entered the consciousness of his patrons or the public that the store sold anything else. The result is that he is now advertising period furniture in true and faithful reproductions of the original colors. I don't think that his question will come up again after sufficient time has elapsed to allow this color furniture advertising to register on the public mind.

Color dominates today. The most important trade marks are in color. The flags of every nation in the world as well as their various coats of arms are in color. I do not mean to recommend color as the cure-all for all advertising ailments, but I do say that more human eyes will see an advertisement in color and that the impression reinforced by color will burn its way into the consciousness and leave its registration on the subconscious mind far more indelibly than any other method of advertising could do it.

The problem which confronts the advertiser is the selection of an audience as near to a full hundred per cent of possible buyers as can be obtained. In other words, with color printing having been established in its highest expression, the important thing is to parallel with his advertising his best possible market.

Having done this, let him always bear in mind that:

Color enables one to visualize the product.

Color jars and stimulates imaginations.

Color injects life into sales.

Color adds character, dignity and personality.

Color talks less but says more.

Color appeals to the emotions.

The human eye loves color.

Color recollections remain long after others are forgotten.

Color multiples the importance of an advertised article.

Boys and Responsibility

IN our day (we are bald-headed now and assume that you are or ought to be) if you had been asked to pick out a boy with a sense of responsibility, like the farmer who saw a giraffe for the first time, you would have said, "Gosh, there ain't no such animal." Trying to make a boy realize his responsibility then was like trying to mix oil and water.

Times and boys have changed considerably. Through the agency of the Boy Scouts the youths of our land are responsible individuals now. In testimony of this we want to call your attention to the fact that 300 boys in their 'teens, Boy Scouts, have just set sail on a government transport for Europe to represent the United States at the International Scout Jamboree in London. Just think of it! Like as not the "old folks" in our day (speaking from the standpoint of baldheads again) would as leave have left the red bull loose in the door yard as to have sent a boy in his 'teens to Europe, even under the best of leadership. In both cases it would look as though you were borrowing trouble and hoping to get a lot of it without interest.

But to-day's boy is different. He has a full realization that he is a substantial part of the community. He feels his responsibility and holds himself ready for any task not beyond his years. When 300 boys were needed to represent this country abroad, from every state in the Union, fine upstanding chaps stepped out ready to uphold the nation's honor in contest with 31 other countries of the world.

Certainly if the nation is ready and willing to place its confidence in these fine, clean chaps among the Boy Scouts, you can ill afford to overlook them in your advertising. You need their interest as much as you need the friendship of their parents.

BOYS' LIFE

THE BOY SCOUTS' MAGAZINE

The Quality Magazine for Boys

200 FIFTH AVE. NEW YORK

203 SO. DEARBORN ST. CHICAGO

Member ABC

The Magazine Publishers' Biggest Problem ----Meeting the Book Paper Shortage

Advertising Is Responsible, Say Manufacturers, and As Long As Present Record Space Is Demanded the Publisher Must Fight for Tonnage

By RALPH BEVIN SMITH

BETWEEN 1912 and 1920 the daily American output of book paper suitable for use by periodicals jumped from 2,360 tons to 3,235 tons. Yet during the same period the contract pound price of this paper increased from the normal level of 3¾ cents to as high as 8½ cents, while publishers obliged to exceed their contract tonnage are now paying without hesitation up to 15 and 16 cents a pound.

This, in brief, is the history of the development of the present book paper situation as it was outlined to me by the advertising manager of one of the biggest book paper manufacturers in the country, to whom I am indebted for the information on this important subject set forth in the present article.

If you seek the reason for this condition which, without reference to the demand element in the situation, sounds paradoxical, carry your search to the advertising columns of the American magazines.

SOME TONNAGE INCREASES

Between 1914 and 1920 the annual contract tonnage of one of the biggest popular weeklies—a publication that stands among the first three in the country in point of advertising carried through the year—went from 5,000 tons to 28,000 tons. That same interval saw an American monthly magazine, read by women all over the country, carry its annual tonnage demands from 5,000 to 100,000 tons.

The answer—almost all of the answer—is advertising.

In the words of the old-fashioned alarmist political orator, "Whither are we drifting, fellow citizens?"

Cyrus H. K. Curtis, owner of the *Saturday Evening Post*, who has his troubles like all big publishers, recently told an executive of one of the huge paper mills that is supplying him with a few of the hundreds of tons he is ordering outside of his regular source of supply that he could easily increase his magazine's circulation from 2,000,000 to 3,000,000 a week if he could get paper for the extra million copies.

"I think," writes a mill department manager of a large paper manufacturer in a recent issue of the *Paper Trade Journal*, "that the market has about reached the peak and there is no getting away from the fact that we must face a decline and a slackened demand sooner or later."

But there is no consolation from this when everyone feels that it is going to be later instead of sooner.

The fact is that there is little room for optimism on the book paper situation. The average manufacturer sees no possibility of our ever getting back to what we used to think of as a normal price level. That is unpleasant, but not so serious for the successful publisher, who can checkmate increased costs by increased advertising rates. The troublesome feature is that the average manufacturer sees no possibility, either, of our getting back—for some time, at any rate—to what we used to think of as a normal market in which supply and demand stood somewhere near a balance.

STRIKING A BALANCE

What can equalize the situation and wipe out the scandal of a 16 and prospective 20-cent pound price for book paper? An increase in supply. A decrease in demand.

Let us look first at the possibilities of an increase in supply. The user of book paper has no Canadian market to draw from. The manufacturer of supercalendered paper requires the extensive employment of steam and the Canadian mills operate on water power. Then, of course, the American mills meet no appreciable competition from abroad: they are even replacing with American paper the few tons that Germany and Belgium used to send to South America.

Up to about 1916 the book paper production of the United States increased at the rate of about 8 per cent a year—about the same rate as the increase in newsprint. The demand kept pace with this increase, but did not press it. Then came war conditions and post-war conditions and the demand swept far ahead of the supply even when, as between May, 1919, and May, 1920, the Federal Trade Commission's reports showed an increase in production amounting to nearly 21 per cent of the 1919 output.

At the present rate of demand and rate of increase in demand, supply runs a losing race in the attempt to catch up. It is not a simple task to build and put into operation new paper mills. It is not a simple task for already existent paper mills to change over from one kind of production to another. Further, there is no special inducement to make the change when the same conditions exist in every line of production, when newsprint prices, for example, are quite as "scandalous" as book paper prices.

CAUSES OF DEMAND INCREASES

Let us look now at the prospects of a decrease in demand, though no periodical publisher wants to look *for* that however difficult the conditions under which he labors. Some of the added pressure on the paper supply that came with the boom period and the so-called "orgy of spending" was applied by increased circulation. More people began to read magazines. Classes that had never been approached by the subscription solicitors became magazine readers. The sudden rise in the standard of living that resulted from the combi-

What Paper Experts Say

THE tremendous development of advertising in all media which has come with this remarkable after-war period has put the general magazine publisher, with other publishers, in a seller's market. It has, at the same time, penalized his prosperity by creating a seller's market for the man from whom he buys his paper. These are the two outstanding facts in the magazine publishing situation today.

Mr. Smith writes here of the causes, the present conditions and the future prospects of the book paper crisis as they were laid before him by a high executive of one of the biggest book paper manufacturers in the country. He has added a resumé of the opinions of others in the trade who speak with an "inside" knowledge of the situation and his information may be considered authoritative.

We Work With You

—presuming, of course, that you are a national advertiser or an agency man.

The other name for this work of ours is cooperation. Our service department delivers the goods, a fact which many advertisers well know—and on which we have their unsolicited testimony.

South Bend, the shopping center for Northern Indiana and Southern Michigan, offers one of the best balanced markets in America. In the heart of rich farming territory, South Bend also is the central and largest of a group of hustling industrial cities and towns.

This worth-while market is thoroughly covered morning, evening and Sunday by the News-Times which guarantees more than 17,000 daily.

SOUTH BEND NEWS-TIMES

Morning *Evening* *Sunday*

J. M. STEPHENSON, Publisher

Foreign Representatives

CONE, & WOODMAN, Inc.

Chicago New York Detroit Atlanta Kansas City

nation of war wages and more leisure time for the laborer brought popular weeklies and monthlies to his newly-purchased library table along with many other good things.

The big map of the Periodical Publishers' Association exhibited during the convention of the Associated Advertising Clubs of the World at Indianapolis, showed that the combined circulation of the forty-nine magazines represented in this association stands at 24,695,883. Today, circulations are limited, are kept within bounds far inside of those they could reach, by the paper situation. Today, actual circulation statements are no guide to the periodical's limit of power. Today, if a publisher wants to boast of his magazine's popularity he has to quote potential circulation figures—"if we could get enough paper."

ADVERTISING REAL CAUSE

But the real answer to the paper shortage of these post-war years is advertising. Advertising was covering space at an accelerating rate of speed before the war. The rise and tremendous development of the automobile, automobile tire, and automobile accessory businesses gave it noteworthy impetus. Advertising was coming into its own. And then we had the war, the conditions peculiar to the war and to the peace which followed; and the tide of business swept sky-high, carrying advertising appropriations to unheard of high water marks. Advertising & Selling in an investigation, the results of which were published last March, found 1919 a billion and a quarter dollar advertising year. No one has dared yet to estimate what 1920 will be. We do know something of the effect of this swollen advertising traffic on the bulk of the American magazine because it is translated to us in terms of production, of demand and of price, the third term expressing the relation between the first two. The equasion is simple: increased business activity, an increased volume of advertising in which the periodical has taken its full share, increased magazine bulk with increased number of advertising pages, increased periodical book paper tonnage demands, an increased effort to meet this with increased production and an increased price per ton when this effort largely failed to cope with the situation.

That is a diagnosis of present conditions. What of the future? Whither are we drifting?

Louis Chable, vice-president of American Paper Exports, Inc., included an excellent resumé of the advertising outlook from the paper manufacturer's viewpoint in an address he read recently before the Newsprint Paper Association in Canada. What he said there connects up very closely with the book paper situation. Here are some salient statements from that speech.

"The big advertisers do not dare stop advertising. . . . . To take a very conservative estimate it looks as if we could safely figure for 1920 a general increase of 33⅓ per cent over the 1919 business, and in 1921 a further increase of 25 per cent upon the 1920 figures. . . . .

INCREASED RATES WON'T HELP

"It is doubtful if a raise in advertising rates would very materially reduce the amount of advertising to be carried. The amount put aside for advertising is usually a certain percentage and the advertising so far has had such results that the amounts available for spending on advertising are greater than they have been and increased rates would not affect the lineage very considerably.

"As an example, the *Saturday Evening Post* raised it page rate from $5,000 to $6,000—and the amount of advertising sent in was greatly increased. In October, 1920, the price is to be raised to $7,500—and restrictions have had to be placed on the amount of advertising published.

"Advertising is being done by firms that have previously not advertised or have spent very little in this direction. Having once started, they find it absolutely necessary to continue and their outlay in

Announcing - - -

THE REORGANIZATION, EXPANSION AND CHANGE OF CORPORATE NAME OF

CAPEHART'S MAIKNOWN METHODS. Inc.

ADVERTISING AGENTS (ESTABLISHED YEARS AGO) WHICH WILL HEREAFTER BE KNOWN AS

Capehart-Carey Corporation

WITH OFFICERS AS FOLLOWS

CHAS. CAPEHART, President
JOHN J. CAREY, Vice-President

C. H. FREUDENTHAL, Treasurer
P. H. ALCOCK, Secretary

THE EXECUTIVE OFFICES WILL REMAIN AT TIMES BUILDING, NEW YORK

THE NEW CORPORATION RETAINS ALL BUSINESS HERETOFORE HANDLED BY ITS PREDECESSOR AND HAS ADDED A NUMBER OF NATIONAL ACCOUNTS WHICH WILL BE TAKEN CARE OF BY A COMPETENT EXECUTIVE STAFF OF ABLE ASSISTANTS ALL WELL VERSED IN THE ADVERTISING PROFESSION AND FAVORABLY KNOWN TO THE ADVERTISING WORLD

CAPEHART-CAREY CORPORATION

New York
July First
1 9 2 0

this respect will undoubtedly increase rather than decrease. . . . .

"Advertising men are most optimistic for the future. This optimism is not unfounded but is based on contracts, actually made or in sight, which assure them a great increase in business for the next two or three years. They are not expecting a 'peak' to be reached for at least three years, and doubt whether there will be any 'peak' at all but rather, at the end of that time, a steady, if smaller, growth. Comparison might be made with the automobile business in which the peak has been prophecied many times, but has not arrived yet.

"The prevailing impression is that the great increase in advertising is fundamentally sound. While a certain amount of it may have started with a view to evading the excess profits tax the proportion was very small, and the results have made it necessary to continue advertising. People, on the whole, have more money than they have ever had in their lives and are spending it freely. . . . . Advertising has gained a momentum in the past two years which will carry it to greater lengths in the succeeding years. Of course, the 'orgy of spending' cannot last indefinitely, but among the working classes, particularly, a new standard of living has been established in the past few years. Articles which were formerly regarded as luxuries and something to be dreamed of rather than obtained have now become necessaries and it is not to be expected that the standard of living will drop back to its former level."

FUTURE PROSPECTS

There, in a nutshell, is the advertising future as the paper man sees it. There is proof that he is alive to his responsibilities *but no proof that he can meet them.* His response to the burst of advertising activity that came with America's second war year—1918—was an increase of periodical paper tonnage production amounting to 32,786 tons over 1917's output. That gain of approximately ten days' production over the year, figured at the present average daily rate of output was, and would be today, inadequate.

Whither are we drifting? The paper manufacturer does not know. He is still protecting himself by making his contracts at prices that are fixed only for the first two months of the year, after which they are subject to change each month upon thirty days' notice. The publisher does not know. Having watched book paper prices first crawl and then leap from 3¾ cents a pound in 1912 to 5½ cents in 1917 and to anywhere between 7 and 8½ cents for contract and anywhere up to 20 cents for extra tonnage in 1920, he is taking all the paper he can get to carry all the advertising and circulation the paper manufacturer will let him use—and still refusing advertising and restricting circulation. Here and there a publisher is organizing his own paper plant, as in the case of the United Publishers' Corporation, which has just purchased the mill of the Newton Falls Paper Company in St. Lawrence County, N. Y., and is equipping it to manufacture book paper.

ECONOMIC CONDITIONS RESPONSIBLE

Is it not fair, if somewhat unsatisfactory, to say that we are drifting nowhere in particular under present economic conditions? It is the economic conditions that fix the status quo and keep us in it. Failing an increase in supply, we stand where we are while present economic conditions continue. The opinion has been advanced that if book paper prices remain at their present level longer, enough paper machines will be attracted to this profitable class of production to have an appreciable effect on the supply and to bring down the price. The answer of the executive of one of the largest paper mills in the country, with whom I discussed this article, was that they would be changed right back to other classes of production just as quickly as the price began to drop. All classes of production are attractive these days. All paper prices are "scandalous."

How long, then, will present economic conditions keep us standing still?

"There is some question," said Mr. Chable in his address referred to before, "as to whether these conditions will hold good if the tremendous flow of exports to foreign countries is checked on account of the world's financial situation. If exports are checked to a serious extent there will, no doubt, be a drop in the prices of commodities, and manufacturers for export trade will find themselves with goods on their hands of which they are unable to dispose. However, this would mean that they would be forced to turn to the home market to sell these goods and would rather increase than decrease advertising."

"The only thing that would check advertising seriously," Mr. Chable concludes, "would be a panicky condition in financial affairs. Such a condition has been predicted for some time now but, so far, has failed to materialize . . . . "

FRUITS OF "PANIC"

"A panicky condition in financial affairs" would have a doubly depressive effect on the periodical, thinks the editor of a leading industrial paper journal with whom I talked this matter over. In the long run it would deprive them of those new classes of subscribers they have gained since the war set new standards in wages and in the workingman's requirements for "life, liberty and the pursuit of happiness." It would presumably start on the downward incline those advertising totals for the general magazines which have climbed from $38,737,336 for 76 publications in 1915 through $57,793,628 for 77 publications in 1917 to $97,208,791 for 72 publications in 1919.

On the other hand, there is the contradictory consideration that financial depression must, to some extent, stimulate affected business houses to greater advertising efforts that ever to combat the depression; but this is all part of a very complicated subject and cannot be gone into here.

It is safe to say that the publisher who is praying for more paper is not praying for a financial depression to bring him more paper. He is praying for greater production and greater production is not forthcoming. So, worthy orator, we are not drifting anywhere. The paper shortage, which is to business what the sugar shortage is to the home, will go on. Conservation, unselfish restriction, cooperative regulation may furnish some remedy, though they haven't accomplished much in the sugar crisis. In the meantime, paper is "going up."

Farm Paper Suffers By Fire

The printing section of the building housing the establishment of the *Farm and Ranch Review* at Alberta, recently was seriously damaged by fire to the extent that the operations of that publication are, for the present, somewhat disturbed.

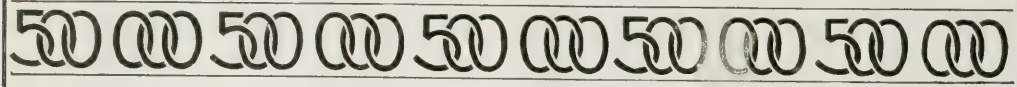
The editorial and mechanical force of the *Farm and Ranch Review,* which circulates in Saskatchewan, Alberta and British Columbia, are making heroic efforts to maintain publications under difficulties.

Proctor & Gamble to Sell Direct

Proctor & Gamble, manufacturers of soap and other products, at Cincinnati, O., have announced to their trade that hereafter they will sell direct to retailers throughout the United States. They believe that they can do the work more cheaply than the wholesale grocer. For a number of years the company has maintained this policy in the Greater New York district, and more than a year ago it ceased using the New England wholesalers as their distributers.

Harris Leaves Bethlehem Motors

H. F. Harris, president of the Bethlehem Motors Corporation, has turned over the general managership of the company to Arthur T. Murray, acting upon his recent resignation. Mr. Harris, who is well known in the automobile trade, was at one time in charge of advertising and sales promotion for the Maxwell Motor Co.

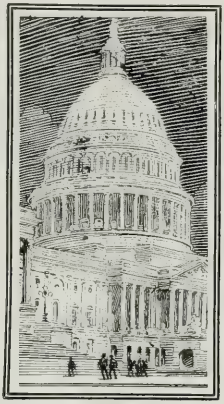


Ask Leslie's

FOR many years Leslie's has supplied to its readers clean-cut, authentic information bearing upon investment securities and automobiles. The inquiries have come in thousands to the financial and motor departments—and the answers have gone back promptly, comprehensively and free of charge. And Leslie's service departments became great established institutions.

And then, as time went on, new inquiries came in, questions that branched out into the field of business generally. And Leslie's with a reputation to maintain as information bureau went out and gathered the material wanted. And now formal announcement is made that as a result of this experience, you can ask Leslie's anything pertaining to business. Ask Leslie's.





LESLIE'S

Illustrated Weekly Newspaper

225 FIFTH AVENUE

NEW YORK

THE FIRST THE FIRST THE FIRST THE FIRST THE FIRST THE FIRST THE FIRST

LESLIE'S LESLIE'S LESLIE'S LESLIE'S LESLIE'S LESLIE'S LESLIE'S LESLIE'S

We represent all Student Publications

THE various courses of instruction given in the colleges offer an opportunity for technical advertising and demonstration. The merits of textiles, food products, sewing materials, chemicals, etc., can be forcibly presented to the students while they are in class.

CSAA

Collegiate Special Advertising Agency, Inc.

503 Fifth Avenue, New York *Established 1913*

Chicago office: 110 S. Wabash Ave.

OLD ESTABLISHED FIRM OF WHOLESALE TEA MERCHANTS WILLING TO TAKE UP SELLING AGENCY IN THE U. S. CANNED GOODS OR ALLIED TRADES. SOUND REFERENCES GIVEN.

J. D. WALSH & CO.

BLACKBURN, ENGLAND

We specialize in house to house distributing of

Advertising Literature and Advertising Samples

We solicit your account

JAMES T. CASSIDY

806 No. Front St., PHILADELPHIA, PA.

Write for our paper "FACTS"

POSTAGE

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"To make Better Letters Use Our Better Blotters"

Famous *World* and *Reliance* Brands

THE ALBEMARLE PAPER MFG. CO.

Richmond, Va.

Mailing Lists

Mailing Lists

Commercial, Automobile, Investors or any classification wanted

TRADE CIRCULAR ADDRESSING CO.

166 W. Adams St., Chicago

References: Agency Books or any bank or business house in Chicago.

The Lighting Factor in Modern Business

(*Continued from page 9*)

Good "reason why" copy to lead material on how to achieve contented labor conditions with Mazda lamps, isn't it?

LIGHTING FOR SAFETY

Another phase of this same argument is developed by A. B. Oday, also of the Edison Lamp Works lighting service department. This relates to "Light and Safety," the title of his brochure. The importance of this angle is brought out when he quotes a paper from the Transactions of the Illuminating Engineering Society to the effect that "there is some foundation for assuming that 18 per cent of our industrial accidents are due to defects in lighting installations. On that basis the services of 108,000 men for one year are lost annually because the illumination provided is not adequate for the safety of the workmen."

But come out of the factory to the pier and warehouse. Here, again, we have a lighting problem, the importance of which is often overlooked. Piers and warehouses are notoriously ill-lighted. Mr. Powell and Mr. Harrington, who have collaborated in the production of a booklet on this subject, quote data showing that of 58 large steamship piers in New York 6.2 per cent had good illumination, 51.2 fair, and 42.6 poor, and back up their figures with abundant proof of the demoralizing effect of wrong pier and warehouse lighting upon workers and the consequent slowing down of industry.

If these booklets serve their purpose they will bring home to producers and merchandisers, not only that illumination is a complicated science, but that it is a science of vital importance to their success, having a very definite, easily demonstrable effect on their pocketbooks. They will also probably sell Mazda lamps and lighting devices. That, of course, is the end in view, but the end is never over-stressed. The brochures—there are about a dozen of them in the series—come to plant executives and sale executives as a form of service designed to help them in the solution of a very technical problem that they must meet. Never disturbingly technical in themselves, they form an effective, well-considered campaign which should react to the service of the General Electric Company.

"Where Are My Retailers?"
"American Weekly" Gives Answer

It takes a most unusual advertising booklet or sales portefolio to arrest the attention of or arouse discussion among the blase advertising men of to-day. There are good booklets and effective sales portefolios galore going the rounds of the trade.

"Where Are My Retailers?" just placed in circulation by the *American Weekly*, is such an unusual publication. Subentitled "a Directory of the retailers of the great trading centers of America, listed by cities, together with the story and circulation of the *American Weekly*" it is advertising booklet, sales portefolio and service book rolled in one.

Its theme is, of course, the *Weekly's* well-known slogan, "Two and a Half Million Families Read the *American Weekly*," but there is more in it about the two and a half million families than about the *American Weekly*. Its chief feature is a market analysis of the great American market, illustrated by maps, touching on concentration of population, distribution of manufacturers, wage earners and income tax payers, and classification of states by value of bank deposits and of Victory Liberty Loan sales. To this is added sixty pages of data giving the number of retailers in each of eighteen principle merchandise lines in every town in the United States in which the *American Weekly* has a circulation amounting to twenty-five copies. The lines dealt with are automobile accessory stores, cigar stores, confectionary stores, electrical goods, furniture, general stores, groceries and delicatessens, hardware, lumber yards, women's wear, men's wear, music stores, paint, oil and glass, stationary, drug stores, boots and shoes, dry goods and jewelry. It is this feature which makes "Where Are My Retailers?" a service book of high value to the national advertiser.

Naturally, no effort has been lost to show that "the *American Weekly* suggests the answer to the advertiser who wants to cultivate the greatest and richest markets of America," and to point out that its circulation, concentrated around the seven cities from which it is issued —Boston, New York, Washington, Atlanta, San Francisco and Los Angeles— "parallels the concentration of population, industry and wealth."

Mr. A. J. Kobler, manager of the *American Weekly*, under whose direction "Where Are My Retailers" was prepared, has added to the service and publicity material herein described interesting resumes of some of the experiences of advertisers who have used color pages in the *American Weekly* and reported ususual results in inquires and sales. The present edition of "Where Are My Retailers?" is limited and the copies are numbered. The book is attractively in attractive bound in cream-colored board with a maroon cloth back and gold letter title.

"GIBBONS KNOWS CANADA"

MONTREAL TORONTO WINNIPEG

How the U. S. Shipping Board Policy Will Guard America's Future Trade

Admiral Benson Explains to 250 Publishers and Advertising Men the Bearing of the Jones Act of 1920 On the Future of the American Merchant Marine

At a luncheon given in his honor by the Advertising Agencies Corporation at the Waldorf-Astoria, Wednesday, Rear-Admiral William S. Benson, chairman of the United States Shipping Board, outlined for a group of publishers and advertising men the principal points in the policy of the Shipping Board, which, if carried through in the contemplated advertising and sales campaign, will place America in an enviable position for the development of foreign trade.

Admiral Benson first cleared up the various hazy notions regarding the Shipping Board. Many people, he said, believed it to be something created during the war and still hanging over. On the contrary the Shipping Board was created in 1916 for the establishment of a merchant marine and as a national defence measure. During the war, in order to facilitate the production of ships, it organized the Emergency Fleet Corporation as a business enterprise. Otherwise, the functions of the United States Shipping Board in its jurisdiction over water commerce have been very similar to those exercised by the Interstate Commerce Commission on land.

GOVERNMENT OWNERSHIP POLICY BAD

Today, as a result of its efforts to secure buttoms during the war for the government, the Shipping Board has in its possession 1502 vessels of 6,238,948 gross tons, equivalent to 9,358,421 deadweight tons. In all there are 3,404 sea going ships in this country—our total merchant marine. Some people, Admiral Benson stated, have believed it wise for the government to operate our merchant marine permanently as has been done since the armistice. He showed very convincingly, however, the inadvisability of doing so, and urged his audience to fight the idea vigorously. Even though the Shipping Board has made money this year and has suffered remarkably few losses under its insurance scheme, the present methods of operation have not been towards securing the greatest interest from the shipper. He has been neglectful in the length of his stay in ports and has been indifferent to the cost of repairs and similar matters. This killing of individual initiative, so important for the success of any business, and the free and easy expenditure of money, which often occurs when it is known that the resources of the government are behind the enterprise, were detriments, the Admiral asserted, making public ownership unwise.

In disposing of the fleet under the powers granted in the Jones bill, known also as the Merchant Marine Act, the Shipping Board has adopted these cardinal principles:

The board will insist emphatically upon a policy of private ownership and operation of the merchant marine.

In devising and executing measures for the extension of trade routes and the development of ports the board will aim to develop the ports throughout the country, and especially those along the Gulf of Mexico, for the South American trade. It will oppose vigorously any concentration of labor on single ports like New York, Boston or Philadelphia.

The ships to be sold soon by the board will be put on the market at a fixed price. Purchasers will have to pay the fixed price for all ships. In selling the government ships and laying down rules and regulations, as well as in indicating new trade routes, the government at all times will protect fully the interests of the shipowners and shipyards.

TO EXTEND TRADE ROUTES

While the board will be careful not to disturb the existing trade routes, their extension with the object of fostering new trade and the establishment of routes which will aid in distributing goods efficiently are important factors in the Board's policy. In the belief of Admiral Benson our greatest possibilities lie in the continent of South America and in China. He would have American vessels firmly established in the commerce between these countries and the Flag put in every port.

"In the attitude that I take in pushing the American merchant marine," said Admiral Benson, "there is no occasion for international irritation. I would beg of you to put this question simply on the basis of our national necessity and of our absolute right as a great people to national defense. It is our inalienable right to strive for success. But we should keep in mind that in any competition our competition will try to dominate. We should strive to treat the matter in a spirit of friendly competition. Under no conditions, however, should we allow anybody to dictate to us what our policy should be. No one can tell us how, when or where we shall operate our ships. I know it is going to be a keen fight and a severe one, and we cannot succeed unless we have the united support of the people of this country."

EFFICIENT DISTRIBUTION TO HELP RAILROADS

Much study has been made of the localities engaged in the production of materials for export or in the consumption of our various imports. From its investigation the Board will endeavor to see that the future merchant marine utilizes efficient routes, and that the ports of the country secure their necessary tonnage. Proper distribution of this character is aimed to help the railroads in relieving freight congestion. The Board also wishes to establish with the public a local interest in shipping and a national interest in the American Merchant Marine, the importance of which in the welfare of the nation can hardly be overestimated. These important points in the policy of Admiral Benson's Board are planned to be carried out in the sales and advertising program now under way.

In discussing the plans made by the board for the sale of its ships the Admiral said that "the principle on which we acted is to allow those to buy our ships on terms enabling them to pay for them on easy payments."

"We also must guard the inter-

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

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July 17, 1920

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Calendar of Coming Events

July 19-26—Convention Wall Paper Manufacturers' Association, New York.

July 19-21—Southern Publishers' Association Meeting, Asheville, N. C.

July 19-21—Thirty-Fourth Annual Convention, Georgia Press Association, Carrollton, Ga.

July 26-31—Merchandise Exhibit, Grand Central Palace, New York.

July 26-27—Annual Convention, Organ Builders' Association of America, College of the City of New York.

August 4-5—Convention, Washington State Retailers' Association, Sopkane, Wash.

ests of the government," he added, "and see to it that those who buy our ships can meet their obligations and take care of the vessels."

The Admiral praised the ships put out at Hog Island. He termed the Hog Island enterprise "the greatest example of American industrial enterprise and ingenuity we ever saw," and expressed deep satisfaction with the performance of the ships in charge of the Shipping Board thus far.

Einson Litho Absorbs Photo-Lith. Process Plate Co.

Einson Litho., New York, has taken over the complete plant and personnel of the Photo-Lith. Process Plate Company, also of New York. The Photo-Lith. Company and its personnel, which includes Edward J. Fliller, Harry Keusch, Harry C. Bechow and K. Fred Irmacher, who formerly constituted the offset lithograph department of the U. S. Lithograph Co., will be made a department of Einson Litho. The organization intact with machinery and equipment is to be moved to additional floor at the Einson headquarters, 327 East 29th street.

Bureau of Advertising to Issue Book

"National Advertising and the Newspapers" is the name of a new book soon to be issued by the Bureau of Advertising of the American Newspaper Publishers' Association. It is now on the press and will be distributed among national advertisers, newspapers that are members of the Bureau of Advertising, publishers' representatives and advertising agencies.

Advance proofs of the publication show it to be a comprehensive analysis of newspapers from the standpoint of the national advertiser. Finding logical markets, the dealer and advertising, "dealer bunk," waste circulation, women and newspapers and government advertising are some of the subjects treated. "The Canadian Market" is discussed by J. W. Ferguson, and W. Livinston Larned, makes an important contribution in his article, "The Making of the 'Fool-Proof' Newspaper Illustration." The book is well illustrated, having charts and graphs, as well numerous illustrations in connection with Mr. Larned's chapter.

Hoyme Gets Bush Terminal Account

Robert Hoyme, Inc., will hereafter handle the account of the Bush Terminal Corporation, New York. The account of S. M. Hester & Co., manufacturers of a cocoanut oil shampoo, in Cleveland, is now with this agency also.

Publishers Buy Library Bureau Building

The National Railway Publication Co., New York, this week purchased the Library Bureau Building, at 423-438 West 33d street, for $750,000. The twelve-story building is largely occupied by printers and lithographers.

Nemeyer Will Place Rubber Advertising

A campaign to retailers through trade papers is being planned for the Perfection Rubber Company, Cleveland, Ohio, by Paul Nemeyer & Co., of that city.

Good. Better. Best.
Never let it rest;
Till the Good is Better
And the Better Best.
Copyright



TO A FEW MORE ADVERTISING AGENCIES:

You have at your beck and call a group of intensely practical business artists, quick to visualize the effective layout, treatment and scope of the whole campaign.

Our experience and advertising intelligence equip us to act as your counselor and to cooperate with your executives, contact men and art director.

We hold ourselves out to be more than merely artists. We can sit in with you and be a part of the concentrated brain-power that you present to your clients —and in a way that produces results and economies in time and money that you have never known.

A full-fledged, creative Art Department with **brains** that do not enter **your overhead.**

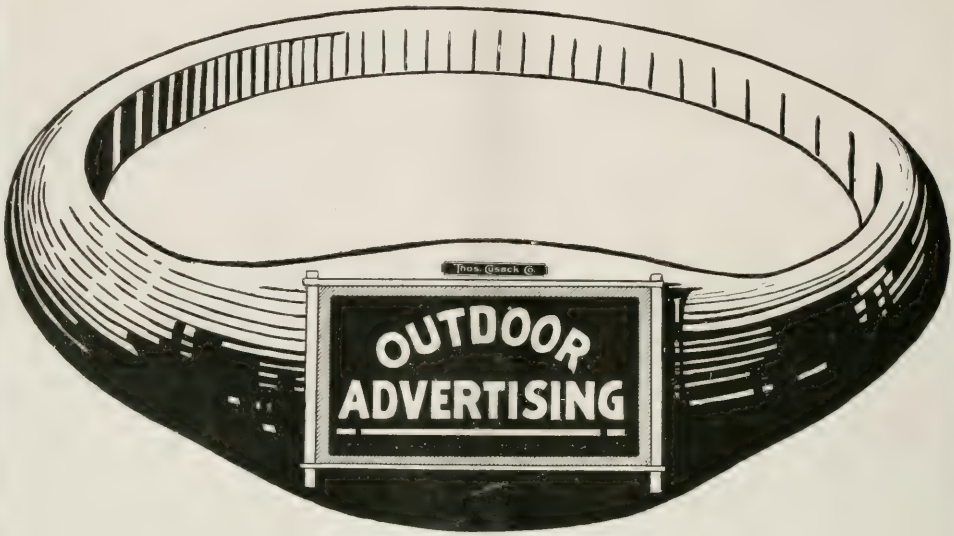
Make Gotham Studios your Art Department.

MARTIN ULLMAN
Managing Artist

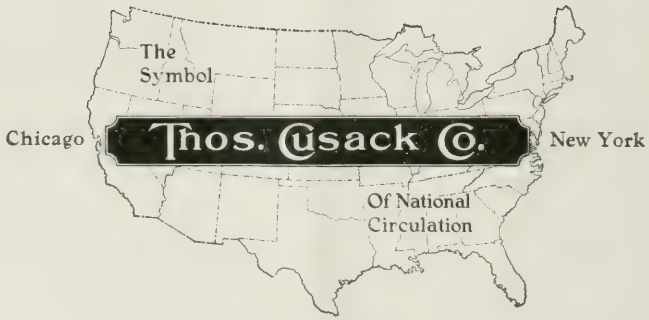
CLYDE A. CRISWELL
Sales Manager

EDWARD V. JOHNSON
Art Director

GOTHAM STUDIOS INC., 111 East 24th Street New York



THE KOHINOOR OF PUBLICITY



Advertising & Selling

JULY 24, 1920

Public Library
Kansas City, Mo

Largest Morning Daily Circulation in America

450,000

men and women buy
The Chicago Tribune
every week-day morning

And these 450,000
Tribune readers are the
best people in the world's
most desirable market

Write for the Chicago Tribune's
1920 BOOK OF FACTS
on Markets and Merchandising

Public Library,

COSHOCTON, OHIO

The Birthplace of Advertising Specialties



O you know Coshocton? It is a stirring little town of 12,000 energetic men and women dropped down in one of the beauty spots of Ohio where the Tuscarawas and Walhonding rivers unite to form the Muskingum.

Coshocton owes its growth and its place in the business sun to specialty advertising. It is recognized the country over as an advertising town.

Coshocton people live, move and have their being in an advertising atmosphere. There are ten companies located there making advertising specialties. The oldest of these and the largest is **The American Art Works.** It is the direct outgrowth of that little country newspaper office where thirty-five years ago the first American advertising specialty was produced. From that small beginning has grown a company whose factories contain more than seven acres of floor space, whose products perform their advertising function not only in this country, but also in Canada, Alaska, Mexico, Australia, South America and many European countries.

Its products are effective media for advertising not merely because there is behind them thirty-five years continuous experience or because its executives are men who have devoted their entire business lives to the specialty advertising industry or because its factories are equipped with the most approved machinery, but also because they are made by happy workers. There are scores of families in Coshocton in which service for **The American Art Works** is a tradition. Fathers have trained their sons to uphold the high standard of work required to meet the demands of the Company's select clientele.

Included among the company's products are lithographed metal signs, advertising and merchandising display devices, metal back calendars, commercial calendars, an exclusive copyrighted line of art calendars, monthly service cards, blotters, fans, buttons, celluloid and leather specialties in almost endless variety. It has sales offices in all large cities. Its travelers cover the country.

THE AMERICAN ART WORKS

COSHOCTON, OHIO

The Birthplace of Specialty Advertising

Highly Concentrated City Circulation In New Orleans

The leading commercial center of the South—the second port of the U. S. A cosmopolitan city—a highly active buying and selling market—responsive to advertising.

Suburban New Orleans is too limited—too scattered to reach economically. Concentrate on city circulation—advertise in the States. You will get more profitable returns at a lower cost.

Want more information?
We'll gladly furnish it.



New Orleans STATES

EVENING SUNDAY

ADVERTISING & SELLING, JULY 24, 1920
30th year. No. 5. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1870. Price, 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City

—he spends

more than a million dollars every week in newspapers!

He spends nearly a million dollars every week in his window and store advertising!

He is the world's biggest advertiser.

¶ In one month the retail merchants of Chicago spent more money advertising textiles than all national advertisers of textiles had spent in the whole year.

Being the world's greatest advertiser, he is the world's greatest merchandising factor!

The Dry Goods Economist Merchant.

* * *

This great powerful Dry Goods Economist merchant is a composite of nearly ten thousand big merchants—

He is representative of the biggest and best of America's dry goods and department stores.

He is the big store and the big store's biggest competitor in nearly 3000 cities and towns.

He is a good man a strong man to tie up with.

* 97%

of Dry Goods and allied lines are sold on the recommendation of the Retail Merchant In the eyes of the Consumer he is responsible

* [illegible]

Do you really know the Dry Goods Economist?

Dry Goods Economist
239 West 39th St.
New York

ADVERTISING & SELLING
The National Weekly of Modern Merchandising — Established 1891
J. M. Hopkins, President; H. B. Williams, Vice President; William B. Curtis, Treasurer;
ADVERTISING & SELLING CO., Inc., 471 Fourth Avenue, New York, N. Y. Telephone, Madison Square 1765
M. F. Duhamel, Managing Editor; Ralph B. Smith, Associate Editor; George Roosevelt, News Editor.
30th Year | JULY 24, 1920 | Number 5

Advertising to Gain Maximum Production

Write "Greater Output" Into Every Advertisement, Is the Appeal of An Executive of the Nation's Biggest Organization of Business Builders

By D. A. SKINNER
Acting Secretary, Chamber of Commerce of the United States

EVERYONE is complaining of high prices, and blaming everyone else. One way to bring them down is for all of us to come in together and produce more goods for ourselves and for everybody else. Shorter hours won't do the trick, nor will wage increases get us anywhere unless more goods are made.

Too many people are producing too little and trying to get the most money for the least work done. In addition to this, we Americans are among the most extravagant and wasteful folks in the world, principally because of the apparently inexhaustible resources of national materials. The stress of war helped us to overcome this national failing somewhat, but the signs indicate that the reconstruction work boom and plenty of money have caused us to fall back into our old habits.

Of course, not all of us are as profligate as we were in pre-war days, because we have profited by the food conservation campaign, and other national thrift campaigns. Yet the apparent abundance of money has made many forget the way in which they stinted themselves during the war, when they ate less, bought less clothes, drank less and produced more.

COMPARATIVE EARNING POWER

But the looseness of money doesn't mean very much to us. We are simply carrying around more money to buy the same things we used to get so much more comfortably for less money. The average laborer who gets five dollars a day at the present time isn't any better off than when he was getting two and a half dollars for the same work, because he has to pay out his increased earnings in buying food and clothing, the cost of which has risen by much more than his wages have increased. Instead of paying six cents for a pound of sugar, he has to pay eighteen or twenty, or maybe thirty. Where he could buy a pretty good suit in pre-war times, he now has to pay forty or fifty for an inferior garment. His rent has gone up, his coal bill has just about doubled and altogether he is worse off with his larger salary than he was with half as much.

And while our resources have stood up through an unusually long orgy, the limit to high prices and wasteful buying must come sometime. We have to get back to earth once again, even though we are not enthusiastic to return to normal conditions. It was easy to get up in the clouds but it is not so easy to get back to terra firma.

INCREASED PRODUCTION THE REMEDY

So the big problem before the country to-day is, how shall we descend to normal? While prices would drop if we were suddenly to stop buying commodities, we can't very well hope to bring about a return to something like normal by that process.

We can't even stop buying food for a temporary period, say for a week, because then we would starve to death. The only rational and logical solution to this vital problem seems to be that we must all get right down to work and cut out waste. We can do this if all of us will join hands in a strong national campaign to produce more.

The American workman the world over is recognized as one of the greatest producers, if not the greatest producer on earth. He can accomplish more in comparison than the workman of any other country. He is naturally a faster worker and has more energy than the average European workman by reason of the fact that he has never suffered from under-nourishment. His energy has not been sapped by the lack of food. He holds the same place among the workmen of the world as the American athlete does in the athletic world.

This vast reservoir of energy and ability must join with capital, if the country is to return to normal conditions, and the wastage of war is to be overcome.

BIG JOB FOR ADVERTISING MEN

Restoring the country to normal is the big job cut out for the advertising men of the nation. The manufacturer, the merchant, the farmer and the workman can produce more, but they can't be forced to do so.

The idea of stimulated production must be sold to the American public that has to do with production. The workman must be sold the idea and he must be assured that everybody else is going to do the same thing. He will respond to the appeal for greater production, because it will mean more of the necessities and luxuries of life to him and his family.

The importance of production was impressed upon the country, during the war, and the result was

that American factories and American farms supplied the Allies with the bulk of the commodities needed successfully to carry on the war. The need of increased production is no less necessary to-day than it was during the days of the war. Then the man who did not don a uniform or become a producer was branded as a slacker, and he rightfully earned the ill-will of his fellow countrymen. This should be the attitude to-day toward the man who consumes but does not produce.

FOR "MORE PRODUCTION" SLOGANS

It is up to the men who write the country's advertisements to put this idea across to the public. Manufacturers should carry "Increased Production" slogans at the top of every advertisement they print. This would be the cheapest kind of an investment they could make.

Some of our present high prices are laid at the very door of the public because of its crazy desire to pay more money for what it terms "something better." Many merchants openly admit they raise prices because their customers demand higher priced goods. Sensible buying on the part of the public will eliminate this.

National organizations ought to lend their force and influence to the movement for a greater output. It is just as patriotic now for organizations to get behind a project which has for its purpose the elimination of social unrest, as it was for them to encourage various kinds of war measures. We must help Europe out of the maelstrom the war has left it in if we are to enjoy the fruits of a victorious peace. We can do this by furnishing credits and more materials to the stricken people of Europe, and, at the same time, speeding up our own production, so that we can take care not only of our own demands, but also sell some of our surplus abroad.

The Chamber of Commerce of the United States, with its thirteen hundred or more organizations scattered all over the nation, is one national organization that realizes the vital necessity of a maximum production as the best means of meeting the present industrial situation and, to further that cause, it turned over its entire Eighth Annual Meeting at Atlantic City to a study of this problem.

The lead set by the National Chamber is bound to be followed by other national organizations which will lend their good offices to arouse interest in this movement by placing before the public the absolute necessity of bending every effort to stimulate the industrial output.

The advertising men of the United States are the one group that can do most in helping to sell this big idea to the public. They can carry this theme into every home in the land by writing it into their advertising copy and publishing it in every publication big and small.

Selling the Firm to Its Foreign Representatives

How One Big American Concern Worked Out a Policy That Won Cordial Cooperation

By CLIFFORD T. WARNER
Advertising Department, Detroit Steel Products Company

THIS is the story of what an American manufacturing concern learned from its foreign representatives when it first pushed its boat into the perilous seas of Export Trade and began to sell its product in South America and the Orient, and how it afterward successfully "sold" itself to its foreign agents.

Last year Detroit Steel Products Company sent two men on a world tour, to investigate market conditions and to appoint foreign agents.

When, after a few months, these representatives wrote back and said that Mr. Hitchy-Koo had been appointed agent in China, and that Mr. Oh-so-so, had been named as agent in Japan, the company rather snickered over the "funny names" and mailed them standard literature, together with abbreviated price lists and figured an order might come in, sometime in the sweet bye-and-bye.

IMMEDIATE RESULTS SURPRISING

But Mr. Hitchy-Koo took a few falls out of the company by cabling in an order, right off the reel, and following it with an immediate confirmation by mail, establishing full credit and naming his New York representative.

His letters were models of good composition and correct English. He sent three estimates for jobs, each figured with absolute accuracy, enclosing a picture of his place of business, together with a booklet showing how he exploited the lines he handled.

Incidentally, he mentioned that he had spent several years in the United States, and that his engineering staff included several American college graduates.

With the full realization that Mr. Hitchy-Koo was a regular fellow and that he was running rings around the company in the matter of cooperation and selling methods, a definite policy and campaign to "sell" the company abroad was decided upon, and A. T. Hugg, as Export Manager, undertook to show the newly appointed agents that the American company they were representing was a regular one-of-the-gang concern.

Each agent was sent a picture and a descriptive article concerning the plant.

Afterward, letters were sent out, explaining crating and shipping, and different phases of manufacturing.

Other letters followed, explaining the kinds of industrial buildings best suited to use the product they were selling, and were accompanied by pictures showing typical installations in the United States.

A CAMPAIGN OF EDUCATION

And now these letters are being sent regularly to the Detroit Steel Products Company's agents in some fifteen foreign countries. A copy of each letter is sent to the foreign representative of each agent, to the traveling representatives of the company abroad, and to the various heads of Home Office departments, who have come in contact with the Export work.

This form of advertising, if it can be called such, serves a number of purposes:

1. It acquaints the dealers, who are generally the ones who buy outright, with actual conditions at the Home Office and factory.

2. It furnishes an easy and acceptable means of justification in case of delayed

shipment, increases in price, etc.

3. It keeps the name of the company before the foreign dealers, who may be handling many different lines abroad. In this way, it serves to increase the sales effort of the dealer.

But most important of all:

4. It creates in the dealer's mind a feeling of good fellowship, confidence and general satisfaction, that is the very basis of successful relations.

All in plain unadulterated English. No use of all the colors in the spectra, nor of dragons, cherry blossoms, or any of the other mystic symbols which are generally regarded as necessary in order to get the "contact" so much sought by foreign advertisers.

GETTING ON A CORDIAL BASIS

Reading between the lines, these letters said: Mr. Hitchy-Koo, you're a good old scout, and we're ashamed of ourselves. We misjudged you, but now we know that you're a real he-man, and hereafter you are Bill, and we're Pete. We have a lot of confidence in you, and if there is anything we can do to boost your game, just call on us.

The response was gratifying. Warm letters of appreciation were received, not only from the agents abroad, but from their New York representatives, to whom copies of the letters were sent. Almost every letter asked for more information about conditions in the United States.

The replies all brought out the point that they wished information about the United States just as badly as the companies in this country wish information about the foreign countries they are entering.

The following is an extract of one of the replies:

"We certainly appreciate letters such as yours of March 30. It is very gratifying to see correspondence of this sort and to find an American manufacturer who so clearly appreciates the possibilities of foreign trade. If you follow the ideals you have set up, you will certainly build for yourselves an excellent export business.

"It makes it a lot easier for the man in the field, to know that he has behind him a manufacturer with spirit such as you have outlined, and it instills in the field organization a very strong confidence in the manufacturer.

"Such confidence cannot help but revert to the advantage of the manufacturer in exactly the same way as results are given by an employe who knows he has the whole hearted backing of his employer. We want you to feel that we are your employes, and that we are in Japan to do the very best we can for Detroit Steel Products Company."

Poster Advertising Association Meets at St. Louis, 350 Strong

Leaders in Outdoor Display Deliver Inspiring Call to Service—Milburn Hobson, of Dallas, Elected President for 1920-1921—Association Approves Americanization Poster Campaign

By ROY O. RANDALL
Editor of "The Poster"

THE THIRTIETH ANNUAL Convention of the Poster Advertising Association, held at the Hotel Statler, St. Louis, July 12-16, has been pronounced by officials and delegates as one of the most successful ever held in the history of the association. The attendance was unusually large, comprising nearly 350 delegates and probably half that many visitors.

The convention proper opened with the session begun at nine o'clock Tuesday morning, July 13, when the delegates were welcomed by Henry W. Kiel, Mayor of St. Louis, and M. E. Holderness, president of the St. Louis Advertising Club. E. C. Cheshire, retiring president of the Poster Advertising Association, responded on behalf of the poster advertising men. Other speakers at this session were Donald G. Ross of the Poster Advertising Company, New York and J. H. Brinkmeyer, head of the St. Louis Poster Advertising Company.

The opening of the convention was anticipated on Monday afternoon by a meeting of the Board of Directors at which the report of the last preceding meeting of the Board was read by W. W. Bell, National Secretary of the association. Harry F. O'Mealia of Jersey City addressed this session on the work of the Atlantic City Convention of the United States Chamber of Commerce, with which body the Poster Advertising Association is affiliated.

Officers for 1920-1921 of the Poster Advertising Association

President, Milburn Hobson, vice-president, United Advertising Corporation of Texas, Dallas, Texas.

Vice-President, J. H. Brinkmeyer, president, St. Louis Poster Advertising Company, St. Louis, Mo.

Treasurer, S. L. Ghaster, Fostoria, Ohio.

Secretary, W. W. Bell, Chicago, Ill.

The New Jersey Poster Advertising Association won the banner awarded for the highest percentage of attendance at the convention.

The convention city for 1921 will be announced following a postcard poll of the members of the association.

SIX HUNDRED ATTEND LUNCHEON

The poster delegates and visitors were the guests of the St. Louis Advertising Club at luncheon on Tuesday. The number present, including members of the St. Louis Club, was more than six hundred. President Holderness of the St. Louis Club presided. The speakers were Kerwin H. Fulton, president of the Poster Advertising Company of New York; President Cheshire of the Poster Advertising Association and A. de Montluzin, head of the Poster Advertising Company, Cincinnati.

The principal business transacted at the afternoon session was the reading of reports of the association committees. In the evening the delegates and visitors were entertained at the Municipal Opera of St. Louis, of which Arthur Siegel of the St. Louis Poster Advertising



MILBURN HOBSON
The new president of the Poster Advertising Association

Company is a leading promotor. This is one of the greatest civic enterprises of the United States, the outdoor auditorium seating 9,600 people.

FOR BETTER INSPECTION

Considerable time was taken up on Wednesday morning on the question of re-districting the various territories which comprise the Poster Advertising Association and for which directors are elected at each annual meeting. The reports of officers were also heard. One of the recommendations of President Cheshire was that a conference committee be provided for in the future to have as its members national advertisers, solicitors of national accounts and representatives of the Poster Association. He declared that this committee would make for a better understanding between the three principal elements in poster advertising. He also urged an extension of a national inspection service and said that the national inspectors should be men who are capable of aiding plant owners to improve the physical condition of their plants and to develop further the service provided for national advertisers.

NEW OFFICERS INSTALLED

Milburn Hobson, vice-president of the Association, followed with a brief report in which he included some details of the Poster Advertising Department meeting held in connection with the Annual Convention of the Advertising Clubs of the World in Indianapolis. There followed the reports of Treasurer S. L. Ghaster and National Secretary W. W. Bell. Mr. Bell's report showed that the Poster Advertising Association has made remarkable progress during the last two and one-half year, both in the increase of the membership and in its financial condition.

Following the reports the election of officers took place.

The nominating speech in behalf of Mr. Hobson was made by Kerwin H. Fulton of New York who praised the nominee for the excellent work he had done in behalf of the association and for his unswerving loyalty to association ideals.

Mr. Brinkmeyer was nominated by Tom Nokes, Chairman of the Legislative Committee. Mr. Brinkmeyer received a great ovation, as it was chiefly through his efforts that the convention of this year proved so remarkably successful. Mr. Bell also received many warm tributes and a rising vote of appreciation for the splendid record he has made as national secretary. A similar expression of appreciation was tendered the retiring president, E. C. Cheshire.

The newly elected president Milburn Hobson, presided at the Thursday morning session. Secretary Bell announce that the banner awarded for the highest percentage of attendance at the convention, had been won by the New Jersey subordinate association. Following the reading, by National Secretary Bell, of a number of communications, an address prepared by Fred R. Holmes of Kane, Pennsylvania, was read by Al Norrington, manager of the Pittsburg Poster Avertising Company. Mr. Holmes controls poster advertising plants in 69 small cities and towns in Pennsylvania and has been very successful in this particular field.

JOHN SULLIVAN'S SPEECH

A very stirring address was then presented by John Sullivan, secretary of the Association of National Advertisers. Mr. Sullivan outlined the work of the Association of National Advertisers and emphasized its great influence in the general advertising field and its world wide connections.

Answering the question, "Has advertising any future?" Mr. Sullivan said: "Yes, its future is assured for the very good reason that advertising is a fundamental force like electricity. In many cases, advertising is being used just as inadequately as electricity was first used and is even now being used in some cases. Once advertising was looked upon in the business world as something separate. The advertising man was likely to be a person who affected long hair and windsor ties, otherwise a temperamental dilettante. He was a man of such calibre that the chiefs of business had little use for him and little faith in him. Advertising then seemed to be remote and to

(*Continued on page* 16)

The "Indoor Poster" and Its Place in the American Advertising Field

The Only Poster That Gets Into Office or Home, the Calendar Keeps Your Name and Personality Before the Consumer the Year Around

By GEORGE C. HIRST
Vice-President and General Manager, The Osborne Company

THERE ARE two ways to answer the question: What is the position of calendars in the field of American advertising? First, there is the answer by statistics: How many calendars are annually distributed? How much money is invested in them? How many national advertisers use calendars, and what function do these calendars have in relation to other media, in complete national campaigns? What is the relative place of calendars in local advertising? What concrete evidence exists to demonstrate and measure any selling force that calendar advertising exerts?

I do not know of any practical means in existence today for compiling such statistics. If they could be compiled, I do not think any conclusion of importance would be reached. We know now that some millions of calendars are used annually by advertisers. Whether the true figure is ten millions or fifty millions or a hundred millions, all it furnishes is presumptive evidence that calendar advertising is a genuine selling force, since so many advertisers employ it. Undoubtedly, the truth is that calendar advertising is profitable to many, and unprofitable to some—just like every other form of publicity.

CARRYING YOUR SLOGAN

The second way to answer the question is to inquire how calendar advertising works, whether the work it does is worth doing, and whether it might be done as well for less money or better for the same money by other means. This is the only way open to me to answer the question. It might be answered from many different points of view, but I am going to take up just two of the many points that might be considered.

First, let us consider the calendar as a sign—as a part of the great advertising field where slogans or pictures, rather than arguments, are used to carry selling appeal. In beginning we ought to be clear that the terms "poster advertising," "street car advertising," "calendar advertising," do not necessarily describe different kinds of advertising appeal, as some people seem to think, but merely describe the physical nature of the media that carry the appeal. You may print the slogan of Prince Hamlet cigars in newspaper space, on a car card, or a poster, or a calendar, or a cigar case—if the slogan is effective on one of these media, it is effective on all of them. The sign "Brown Brothers & Co., Investment Securities, 59 Wall street, New York," is printed daily in display type in the New York *Times*. The sign of Tiffany & Company spreads over a full page monthly in many of our magazines. If these signs constitute good advertising appeal when they are printed in periodicals, they are equally good advertising appeal when embossed on the upper left-hand corner of an art calendar. The question whether to use one or both of these media is a question only of quality and quantity of actual attention gained for the sign from possible buyers, and the relative cost of gaining it. So, if we want to discuss the merit of this kind of selling appeal, no logical reason exists for dividing the subject in such classifications as newspaper, or street car, poster or calendar advertising, but these media all belong together under some such general heading as "Advertising by Signs and Slogans."

VERSUS "REASON WHY" COPY

In spite of the vast proportions of the advertising field covered by signs—posters and street car cards, calendars, posters, store signs and so on—perhaps we ought not to take for granted as self-evident the value of sign advertising. I remember being impressed, some years ago, by a very fascinating booklet published by one of the largest and most efficient advertising agencies in the country. That booklet was written in paragraphs of one sentence each in language that would have been a credit to Arthur Brisbane, and the purpose of the booklet was to show that the man who was spending his money on general publicity was wasting it. The belief that "keeping your name before the public" helped sell goods was a myth. Nobody would buy your product by reason of any influence your sign might exert, but only if you carefully analyzed all the reasons why people should buy it, and set those reasons forth logically in what the author of the booklet proposed to call "Reason Why" copy.

THE LOCAL FUNCTION

You remember the outburst of logic that followed in that brief era when "reason why" copy was the rage. In that era we couldn't be expected to eat Blank's baked beans until we had been given a course of instruction on why and how beans nourish, and what happened to the bean when Blank cooked it, and why our old mother, who used to bake those delicious, crisp beans browned in molasses, couldn't possibly equal Blank's because she hadn't an investment running into millions in scientific ovens. I remember a baked beans campaign that interested me as a copy writer and made me mildly curious to taste the advertised beans—but I don't know that I ever did. At all events, we continue to use Heinz' baked beans at our house. I do know that a poster or a calendar with a good picture of a motherly housewife preparing baked beans with bacon on top could make me actually hungry for them any time, and warm my heart toward the advertiser who gave me the sensation. Most people are more interested and convinced by that wonderful series of Mellin's food babies as to the value of Mellin's food than they could be by pages of logic concerning the diet of infants. Any argument that can be condensed into a slogan or dramatized into a picture can always beat "reason why" copy at its own game, and it follows that sign advertising is not a mere follow-up and clincher for argumentative or explanatory copy, but argumentative or explanatory copy is only a last resort when a proposition cannot be put in the more vivid and condensed form which is the peculiar function of sign advertising to carry.

Now, in national campaigns the

advertiser may use signs either to carry his main appeal to the public or, more frequently, he may use them to make the public memorize his brand and the desirability of trying it or using it. Some attempts have been made to use calendars, which are really indoor posters, to accomplish the same purpose as outdoor billboards in national advertising campaigns. When used in this way, the calendar is furnished to the retail dealer by the manufacturer, and the retail dealer is relied upon to do the distributing. But national advertisers who have employed the calendar as a dealer's help have shown a tendency to abandon it after a few years' trial, and, while others take their place, the use of calendars in national advertising is of relatively small importance, and the tendency in calendar advertising is to become more and more local.

WHERE NATIONALLY USEFUL

Some years ago, you will recall, you saw the calendars of the great insurance companies everywhere. Today, you see less and less of them. The reason is clear to every one familiar with the publication of calendars. Local advertisers have employed calendars of a much higher grade and have driven the old insurance calendar from the field. Every calendar man knows that thousands of individual insurance agents today buy and use calendars of their own choosing, even if the home office furnishes them with the old fashioned, type-head calendar for nothing. The man who sells the insurance and knows his prospects knows that they hang up the calendars that please them and not the calendar that pleases the home office of the insurance company. The price of getting your "indoor poster" hung in the home or office where you want it is the pleasure you give by your calendar to the people who control the wall space where you want it hung. The insurance agent in a town of 10,000 people wants his own calendar, representing him, reflecting his personality, and bearing his personal sign. He is in a position to use calendars far more effectively than his home office, which is why, as a local advertisement, their importance in advertising is immense, and as a national advertisement, relatively small.

But before we discuss the place of the calendar in local advertising, we ought to say that there is one kind of manufacturer, whose business is scattered all over the country, for whom the calendar has all the advantages over the outdoor poster that the outdoor poster has over the calendar for a manufacturer of food products or of some article of universal consumption. I refer to the manufacturer whose customers are relatively few in number and scattered by reason of the special nature of his product. For this man, the trade papers have grown up as the great medium of periodical advertising. He cannot afford the price of an advertisement in a periodical with a million circulation when not more than a few hundreds of the million readers can conceivably have any interest in his product or any use for it. For this man, the calendar is the logical supplement to his trade paper advertising, just as the poster is the logical supplement to the advertising campaign of the National Biscuit Company. If the *Saturday Evening Post* and a chain of posters and street car cards work together in the one case, then, by the same logic, an advertisement in the trade papers and a chain of calendars to the mailing list of the manufacturer work together in the other case; for the calendar and the poster perform the same function and carry the same kind of appeal, and the manufacturer can well afford the price of the finest kind of a calendar when he can limit the number of such calendars to possible buyers of his product. The place of a calendar in national advertising of this class has steadily increased and the calendar is destined to occupy a still larger place in this advertising field in the future.

WHERE PUBLICITY TELLS

Now, as to the value of the calendar as a sign for the local merchant and the local bank. The sign on a calendar does not carry explanations or arguments, but I want to suggest that a sign can argue, not by logic, but by imputation. I noticed a good illustration of that fact in a newspaper the other day. I read two advertisements announcing sales of shirts by two New York stores. One was the firm of Rogers, Peet & Company, of whom you have all heard, and the other a store of which I had never previously heard and whose name I do not now recall. Let's call it Blank & Company. Of the two propositions on paper, Blank & Company's offer was the more attractive—that is, it proposed to deliver greater values for less money. But do you think you could get ten per cent of the readers of advertising to go to Blank & Company's and buy? You could not. The most you could ever do would be to get a few to visit both stores and then buy from inspection of the merchandise. But the great majority would go to Rogers, Peet & Company. They would go simply because they have heard of Rogers, Peet & Company for years. Rogers, Peet, you know, while they advertise sales, yet have always contrived to advertise in such a way that the general publicity for Rogers, Peet, sticks in the mind and is remembered long after the details of the sale are forgotten. We feel we know Rogers, Peet, but, as a matter of fact, we do not know anything about them except that we have been reading their advertising for years. We have had a series of impressions made upon us by their advertising and by their store, if we live in New York and buy there. We know nothing of the real inside of the business, but the accumulated impressions made by the advertising have created in us a confidence by reason of which it is easy for Rogers, Peet to sell us, and very difficult for concerns less well known.

So the sign on a calendar, day after day and year after year, tends to create in our minds the impression that the concern advertised is well-established and well-known. Familiarity in advertising, when not contradicted by poor goods and poor service, does not breed contempt but confidence. And for this reason a calendar in the homes and offices of his community is more than a mere reminder in favor of the bank or local merchant who distributed it—it is tangible evidence of their ambition to serve the people of the community, and it implies many things that cannot be put into words and that are more convincing than words. The implications carried by an advertisement frequently constitute its most important quality, and the individual or the corporation that successfully keeps its name before the public, by that very fact, creates an enormous amount of selling appeal through the mere presence and repetition of its sign. It is the simple elemental things of advertising, as of life, that we overlook because they are so common.

THE PERSONAL TOUCH

This brings me to the second proposition I promised to discuss, viz., the place of the calendar as an advertisement of personality.

When you speak of an advertisement of personality, the cocksure man who prides himself on being hard-headed is inclined to answer with a blunt and ugly phrase: "Hot

(*Continued on page 29*)

Keeping Pace with Commercial Art

The Swiftly Changing Habiliment of Commercial Decoration As An Invaluable Asset to Advertising, Discussed From the Expert's Viewpoint

ONCE upon a time there was a Printer, who specialized in advertising literature, and he made such rapid advance, and he was so superlatively successful that his competitors arched their eyebrows when they mentioned his name. They were just narrow enough to believe that this success could come from one source only—a species of Black Art in political jugglery. He was "pulling wires." His plant could not win him this prestige. There was something "Plus." For we might as well be perfectly frank and aboveboard about it: in the printing business there lingers the shadow of a doubt that fat orders are secured through colorful intrigue. Somebody with a long arm has a "pull."

For our part, we refute this idea. It belongs to a dark age of printing.

There is no such animal nowadays. The printer who gets an order usually deserves it.

But to return to the specific example. The Printer we mention was making swift clean-ups, season after season. His presses were always busy. He had, in fact, just a little more than he could do.

Professional friendships and politics had nothing whatever to do with it.

This printer was smart enough to pay a handsome salary to an art and idea specialist who paid proper tribute to vogue. This specialist's responsibility was to keep always a little ahead of things that were popular. He occupied a little room, so small that when he turned around in it he bumped into himself, but it was large in other ways. It housed a man who had broad vision.

I have talked with this man, and my respect for him is extraordinarily great, because he happens to be one of the few printers who assimilates the obvious. His mental processes never seem to reach out for extravagant cleverness. His idea is to give the people what they want. Do you get that? I'll repeat it—he gives the people what they want. He never tries to force his own ideas. He allows his customers to make their own decisions.

Art in Advertising

THIS article "Keeping Pace With Commercial Art" and the illustrations accompanying it, are reprinted from and with the permission of The Printing Art.

Some months ago Advertising & Selling *reprinted an article "Should Advertising Live Longer Than a Month?" which appeared in The Printing Art for January and it aroused great interest. The author of this article is one of the foremost authorities in America on the subject which he discusses. This is amply supported by the publication of his article in The Printing Art, a highly artistic monthly magazine devoted to printing and to the allied arts, published by the University Press, Cambridge, Mass. We are very glad to offer the article to our readers feeling that it will prove fully as helpful and interesting as the previous article by the same writer.—THE EDITOR.*



A novelty idea. Style drawings made into a series of picture stories. Herman Rountree is the artist, and a prize is offered for contestants in a special offer. This farm boy once dressed in his city clothes, is the hero of a series of exciting adventures.

That is by no means a common method of procedure.

Art directors of advertising agencies and art managers of printing houses are often opinionated. They are forever attempting to *make* a client take something which they think is best. It's a corking fine scheme—if you are in business for your health.

The Man Who Pays the Bill can't be a blithering idiot, even if he is only the boss of a million-dollar corporation, or a two-hundred-acre factory. Continually asking him, in the advertising and printing business, to accept *your* ideas and ideals and go hang may feed your vanity, but it loses printing orders.

THIS DIRECTOR AN ECONOMIST

But to come back to this one man with this one pet hobby. He handles and originates thousands of dollars' worth of advertising material every year. He is successful at it. His "deadwood" box is no morgue for a vast amount of turned-down dummies. He puts it over. I should imagine that his percentage is something like eighty out of a possible hundred—and that's quite satisfactory, thank you.

It may not be quite fair to explain how he accomplishes this, but nevertheless we will attempt it. He is broad minded. He believes it will make it easier for everybody in the business if the propaganda is spread broadcast.

"I find," he said to me, "that art plays a very important part in printing and in advertising in general. People are receptive to pictures. I have landed a fifty-thousand calendar run on the strength of a design with a clever idea, when others underbid us in price by a liberal margin. I have seen our house put across a hundred-thousand booklet order because a certain art technique was a winner. We in the printing business should not underestimate the vital importance of pictures.

"This is certainly an era of pictures. Practically all advertising is embellished. There

was a time when text consumed seventy per cent of the total space. Now it occupies far less than that. The copy man who can say the most in the least number of words is the man who manages to demand the highest salary. This is most decidedly *not* a verbose age. Brevity is the soul of the message.

"The magazines which print short, well-told tales are the biggest sellers. People simply haven't the time to wade through long copy, however well it may be written. The long-winded minister has gone out of vogue. The four-hundred-page book can't cope with the one hundred and fifty page volume, printed in bold-face type and liberally paragraphed.

"I will not attempt to argue the ethics or the justice of this. I merely state a fact. Say it quickly and have it done with, but select words with great shrewdness. And the illustration must assimilate the very life blood of the entire story. It must be a living symbol of the advertiser's message to the public.



Straight through the years the Procter & Gamble illustrations for Ivory Soap have reflected an unswerving adherence to unexaggerated commercial art. Good drawing and real people in real situations are demanded. Such advertising art calls for no apology and no frantic search for "stunts" in technique. This interesting charcoal study by Jessie Wilcox Smith is a fine example of the imaginative quality of Ivory Soap advertising.

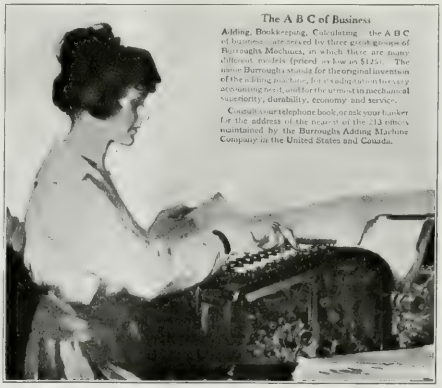
Much Picture, Little Text

"The vogue for much picture and little text is increasing. More and more we see the page which is all illustration and a line or two of preachment. One big, central idea, sparklingly told and amazingly well visualized—there you have modern advertising. And it applies to booklets just as it applies to magazine and newspaper advertising."

And then this man went on to explain what is really the point of my story.

It is his firm belief that the present generation is particularly receptive to variety of technique, of expression, of cleverness in the physical rendering. It is utterly useless to tell a client that he should not use such-and-such a style of illustration, because someone else has been using it before him.

It would be just as logical to ask a woman to refrain from wearing the latest Paris gown, because some other woman had hit upon it first, through an exclusive model. It may be "bad business" for a great number of advertisers, for example, to employ almost identically the same art technique, and it is logical to assume that the public may be a trifle confused. The ideal condition would mean an entirely original type of advertising illustration for *every separate* account. But that day will never come.



Harry Lees is to be commended for his "human interest" drawings of characters identified with Burroughs Adding Machine advertising. Back of every design is the substantial feeling of a pleasing model and of conscientious workmanship. Even the adding machine has been handled artistically

People themselves are the final arbiters. They want what they want when they want it. In theatricals, it may be Shakespearean drama one season and melodrama the next. Managers who attempt to force "Romeo and Juliet" when the public appetite is for "The Crimson Alibi" fly in the face of a sort of Divine Providence. They make an artistic success, but the money doesn't come into the box office.

For the past nine years there have been cycles of commercial art as clearly defined as the signs of the zodiac. We may poke a little innocent fun at Milady Fair, when she simply will not wear last year's hat to-day, but wishing she would for economy's sake does not affect the situation. She'll have the style of hat that Mrs. Brown is wearing, or "bust."

Unconsciously, the great American public has assimilated an appreciation of art. Advertising has done it. Any art gallery expert will warmly assure you that only a tight little community of interest gives a tinker's damn about the exhibitions.

We are all really too busy to pay much attention to the fine things in art. Some of us do; most of us, don't. But there is no getting away from the art of the advertiser. He will be served. He *commands* and demands attention. And it is not too much to say that the steady, sure, inexorable improvement in the art as used by advertising has had a great deal to do with unconsciously teaching a great public what is fine and clean and worthy and artistic.

So many national illustrators of note have condescended to enter the commercial field that advertising art measures up well with the body of the book or the magazine. It is very fine indeed, and going ahead in leaps and bounds.

Artists Turning to Industry

If this keeps on, story illustrations will have a real rival in advertising illustrations. They are running neck and neck as it is, with commercialism paying such a tidy price that the future looks bright for the man who manufactures.

We rather fancy we could name a formidable list of recognized national illustrators who have gone

A Statement of Fact

During the first six months of 1920 The New York Globe, using only 84 tons more print paper, sold 179,000 papers per day compared with 178,000 during the same period of 1919.

It printed during this same period 342,731 more lines of advertising in 1920 than 1919 notwithstanding it declined far over 1,000,000 additional lines offered it.

The policy maintained by The Globe of holding its use of print paper to the tonnage used in 1919 if practised by all newspapers would quickly allay present panic prices.

The Globe will continue its policy of holding down its consumption of print paper bought under best contract conditions rather than to seek to prove its superiority by indulging in old competitive practices of seeking volume of business at increasing cost to the advertiser.

Member A. B. C.

The New York Globe

JASON ROGERS, Publisher

170,000 A day.

over to advertising. And why not? Is there a finer purpose in all the world than encouraging a nation's industries—in keeping the cogs and wheels moving?

Many things have contributed to this.

Advertising illustrations are paid for at a rate often exceeding the best that the editor can offer.

Reproduction has reached an extraordinarily successful stage. Cost is no object in the making of plates for booklets and for magazine and newspaper advertisements.

Color plates are the order of the day, and expert hands are at work on this problem. The artist gets well-nigh perfect duplication of his original.

And as for subject material — romance has come into advertising. The stories that it tells are picturesque, thrilling, an intrigue to the imagination.

And through it all, woven into the fabric and born of the spirit of the time, is the need of "something new." And that is where our printer friend came to the front. He allowed the public to dictate what should be done. He said: "I will interpret the will of the majority. To-day, they like Coles Phillips, or F. G. Cooper, or black backgrounds with brilliant color effects superimposed. Well and good! If that is what they want, then that is what I will give them."

And he made it a working business precept. It was a managerial religion.

It will be within our province, therefore, to trace back some of the fads and fancies of the public. What has held its temporary reign and disappeared? What has pleased most of the people most of the time? What technique in commercial art was all the rage for six months, only to be cast aside for another, when the time is ripe? We are very sincere when we say that this subject is highly important. It may mean the life or death of a printing order—the switching of an account.

The mistake is often made that buyers of printing and of advertising do *not* keep pace with the picture times. This is a dangerous assumption. They *do*.

There is something fascinating, mysterious, peculiar, in the birth and the death of a pictorial vogue. We have evidences, month in and month out, of illustrative styles that have their day and disappear. Sometimes the artist who himself originated the technique is clever enough to break away and seek a new one. If he fails to do this he is put down as a back number, and he is promptly ignored. It is the severe penalty of a flirtatious age. It can't be helped. Meet it a little more than halfway. If you do not, then you are crushed by a Juggernaut. Unpleasant, but hideously true.

Our printer friend always kept a few laps ahead of the game. He watched artists and he watched their methods of expression. He was a sort of Columbus of technique. Without heart he turned, like a weathervane, with every breeze that stirred. It was compulsory. Self-preservation is one of the first laws of the advertising and the printing business. The minute sentiment creeps in, or too vigorous personal ideals, you are lost.

If Smith devised a new idea of flat color in broad masses, then this printer of ours immediately appropriated that style. I know this statement will call down the wrath of the idealist and the dreamer on my head. I know he will talk plagiarism and several other things. But let him talk. He is sure to agree that what I say is fundamentally true. Follow the bandwagon.

Not more than three years ago F. G. Cooper, who first won recognition with *Life* as a cartoonist of exceptional merit and individuality devised a sort of whimsical, large-head humor that made him famous. He developed a distinctive style. It was quite unlike anything else appearing anywhere. The Edison Company saw the merit of this cartoon form, and employed Mr. Cooper to draw illustrations for its advertising. Then a house organ followed the lead.

And in less than six months fifty house organs were employing the Cooper style of paragraph illustration, always built on a black-line base. They were not all by Cooper. Oh, no! Clever imitations came to life. We sometimes wonder how Mr. Cooper kept track of his own work.

Now the question arises——was this ethical? Was it right for the many house organ editors to imitate deliberately the Cooper technique? Probably not. But the public liked it, approved of it, applauded it, and preferred it to anything else. It was a craze. The Cooper style departed from the limitations of the originator and slopped over into nationalism. It was "public property" because the public liked that sort of thing and would have nothing else.

Our printer friend was constitutionally opposed to copying anybody's style, but the moment he discovered that people everywhere wanted it he yielded to the inevitable. And he gave them Cooperisms. It could not have been pleasing to Cooper, but it brought in the orders. It just so happened that there was an era of Cooper style pictures, and—why fight it?

Oh, we all have our ideals and our ideas of right and wrong, but when the entire United States wants pork chops, why give them mutton? You may ease your own conscience, but you fail to bring home the bacon.



In the showing of important industrial scenes, at home and abroad, advertising has worked wonders during the past few years. Mr. Shafer is a marine artist, long identified with the old New York *Herald*. Campaigns which command respect for big business are characteristic of today

Collier's

THE NATIONAL WEEKLY

5¢ a copy



Hamilton and Collier's

The Hamilton Watch Company has chosen Collier's as the one weekly publication to carry its national advertising.

Watch Collier's

Advertising in the Public Schools

THE teaching of commercial advertising in the public schools has come to stay, according to Harry W. Jacobs, director of Art Instruction in the Buffalo (N. Y.) schools.

By the phrase "commercial advertising" is meant the drawing, designing and laying out of work for printed advertising.

This idea was clearly demonstrated during the last month in the "Boost Buffalo" campaign, conducted by the Board of Education under the direction of Ernest C. Hartwell, superintendent of schools. The object of the campaign was two-fold: first, to educate the people of the city to the wonderful advantages, both industrial and civic, that the city affords; and, second, to set forth to the country at large the opportunities that Buffalo offers as an industrial city and as a home city. This campaign ran for one week and the drawing department of the city schools was turned into a large art service department making thousands of posters and slogans to boost their city.

The first thought was that a poster or piece of advertising should be appropriate. The ideas centered about the industrial and home life of the city.

Next, the matter of design was considered—keeping the idea as a center of attracting power.

Third, the color was considered—its appropriateness and its printing value.

Fourth, the lettering—it must be legible and form a part of the whole design.

Such a poster campaign brought a wealth of reference material to the schools. Books were read, pictures collected, photographs taken, and through the research work a wonderful knowledge of the city was gained by the students.

The posters ranged in size from 9x12 to 24x36, and were done in opaque water color in the high schools and cut paper in the elementary schools. A selection of the best posters was made and used as an exhibit in the Chamber of Commerce for a week. The demand for the posters by the business houses showed that the type of work done in the public schools of the city was of such a character, both as to drawing, color and advertising value, that the effort put forth by students and teachers was well repaid.

During the week of the campaign, 20,000 letters were sent country-wide telling the advantages that the city offers to industries and home seekers.

Advertising in Lombardy, Italy

In consideration of the fact that the cost of advertising from the Italian viewpoint is high and poster advertising practically a new idea, there is very little done except by the most important concerns and industries, Italian and foreign.

The total cost per poster of ordinary size (70 by 100 centimeters; 2 feet 3 inches by 3 feet 3 inches) and exposure for a period of one month or less, is approximately 2.20 lire (lira = $0.193 at par of exchange). This includes a communal tax of 0.20 lira for a stamp which must be on each poster, expenses of labor, poster, and space.

The common mode of advertising is by means of billposters. Posters of a size of 70 by 100 centimeters are most generally used, and wherever large posters are desired, sets of two, four, six, and eight of the same size posters are placed together to make the required size. Posters are exhibited on a basis of 3 for each 1,000 inhabitants.

The form of advertising in Italy is subject to restrictions. Posting can be done only in government-allotted places. Advertising privileges are usually controlled by the communal administration, which, however, often grants these privileges to private concerns for a consideration.

In some small towns and villages there is no control of advertising, and individuals desiring to put a product on the market must attend to all minor details, such as obtaining permission from owners of the posting space desired, having posters printed, and attending to having them affixed.

Newspaper advertising is not very extensively used, particularly at the present time, due to the shortage of paper. The newspapers are published on one sheet, and the usual size "ad" is similar to our 10 cents per line insertion in American newspapers.

The cost of advertising in newspapers ranges from 0.25 lira to 1 lira per line—1 millimeter (one-twenty-fifth of an inch) in height and about 7 centimeters (2¾ inches) wide—for daily papers of about 100,000 circulation. Papers published twice a week, with same circulation, charge 0.10 lira per line of the above dimensions, and weekly papers of about 60,000 circulation charge about 0.80 lira per line.

Advertising is also done on a very small scale on theatre programs and by means of lantern-slide projections on theatre curtains between the act. One American automobile agent has pictures of three different makes of automobiles with his name and address as distributor flashed on the curtain of Milan's leading theatre at a cost of 400 lira per month.

Any campaign for advertising should be productive if carried out along American lines.

Start Agency in Muskegon, Mich.

The Muskegon Commercial Liner Service, of Muskegon, Mich., has incorporated with a capital of $3,000 to do a general advertising agency business. Henry M. Paulson, August R. Wrestling and Carl J. Westling are the incorporators.

Navy Reorganizes Sales Work—Robnett Sales Head—McClure in Charge of Advertising

In connection with the sale of $200,000,000 worth of surplus materials now held by the Navy Department, increased efforts are shortly to be made along advertising lines. T. Harvey McClure, who recently resigned as Director of Publicity for the Bureau of Navigation, has been retained to act as advertising counsel to the sales board.

New plans are being formulated and old ones quickened. It is expected that most of the work will be completed by November.

Commander J. D. Robnett has recently relieved Lieutenant-Commander Charles G. Peterson as senior member of the board of sales. Commander Peterson resigned to join the Wright Aeronautical Corporation at New Brunswick, N. J. Commander Robnett was formerly in charge of navy sales in the Philadelphia district.

The organization having charge of the work will be called the Board of Survey, Appraisal and Sales, and will have its headquarters at the Navy Yard, Washington, D. C.

"American Tribune" First Catholic Daily

The first Catholic daily newspaper published in English in the United States made its appearance in Dubuque, Iowa, July 1, when *The American Tribune* presented its initial issue. The new daily was formerly the *Catholic Tribune*, issued first as a weekly, then a semi-weekly, and just before it entered the daily field, as a tri-weekly.

"American Cotton News"

The *American Cotton News*, edited by Frank C. Gilreath, president of the Gilreath Press Syndicate, is the name of a new monthly publication issued in Atlanta, Ga., by the Georgia division of the American Cotton Association, and the official organ of the association. It is designed to appeal to all business interests connected with the cotton industry and to planters in the Cotton Belt.

Capital In Auto Industries

Capital invested in the automobile industry in the United States (figures for 1919) amounts to $1,802,302,862, which is more than four times the amount applying to 1914. These figures are inclusive of the accessory manufactures. Excluding the capital applied to the production of automobile accessories, the amounts are: passenger cars, $784,660,761; trucks, $230,782,577.

Piggly Wiggly Stores Expanding

For the quarter ended June 30, 1920, sales of the Piggly Wiggly Stores, Inc., were $7,031,163, as compared with $4,412,500 in the three months ended March 31, 1920, while net profit amounted to $230,512 against $102,802. For the six months ended June 30 sales totaled $11,443,753 and net profit $333,314.

Company had 248 stores in operation on July 15 with approximately fifty ready for opening on or about August 1.

PROGRESSION!

Salutation!

To the great factors in the success of

POSTERS OUTDOOR ADVERTISING
BULLETIN SIGNS ADVERTISERS
ADVERTISING AGENTS SALESMAN PLANT OWNERS

We salute you, **Plant Owners,** for building so well and so wisely the worlds great medium in advertising. You have built your plants with the interest of the advertiser in view. You have maintained them in A1 condition. You are giving **service** as best within you lies. You, through your plants, give voice to the manufacturers. Yes, you give them ten thousand tongues to tell the world of the excellence of their products.

We salute you, **Salesmen** of outdoor advertising. You have carried the message of your great medium to the far corners of the country, and you have been successful for your advertising orders are far greater than ever. You are doing your share of the world's work by telling how two blades of grass may grow, in the field of business, where only one grew before.

We salute you, Advertisers of this country, and we salute your **Advertising Agents** who advised you of the wonderful sales force of outdoor advertising. You listened to those who are qualified to advise and the rewards you have reaped in increased business have been great.

Advertise DONNELLY'S Way

JOHN DONNELLY & SONS
97 Warrenton Street Boston, Mass.

Proceedings of the Poster Convention

(*Continued from page 6*)

have no direct connection with production or selling or with the general welfare of business. The old type of advertising man lived subjectively and his vision sometimes did not extend beyond the edge of his desk. There were others in those days who thought advertising was a magic wand with which anything could be accomplished. During the last ten years, however, there has been an irresistible tendency towards the viewpoint of advertising as a marketing factor. Everything, in fact, that operates in business is a factor in marketing. Advertising is a development from individual or personal selling. It has provided the massed method of selling. Advertising works collectively yet never subordinates individuality. Standardized production is a logical result of massed selling and could never have been developed without this force.

"Advertising in the future will be used not only to sell goods but to sell ideas. It will be used to sell the democratic form of government to the people. It will also be used to sell economic ideas and religious ideas and its circle will constantly widen. When advertising reaches its stride in this big circle, its past progress will seem to have been astonishingly slow.

POSTER ADVERTISING'S FUTURE

"What of the future of poster advertising? Your poster plant may seem the hub of the universe to you but for the largest success you must live in the greater plant, the greater world outside. You must get away from selfishness. As I have said to newspaper advertising men, 'don't sell your publication, sell your market; stop talking about your paper and talk about the territory it covers.'

"You poster men are a factor in national distribution of merchandise and ideas. You should not be in this business merely for money but should impress yourselves with the fact that you are part of the vast machinery of national production and distribution. You have made remarkable progress since the days when your medium was used mainly to exploit the circus. You have the admirable trait of loyalty to one another which is perhaps an outgrowth of your early experiences. It is essential at this time that you cooperate fully with the national advertisers in order that you will be in line for a good volume of business when the lean days come. If you do not serve the advertiser to the very highest degree possible a day of reckoning will surely come. You have gone to standardization from chaos; I would hate to see you go back to chaos."

Thursday afternoon, a strong address was made by E. L. Ruddy of Toronto, Canada, a former president of the Association. Mr. Ruddy spoke of the growing strength of association morale and the general adherence to association standards of practice.

President Hobson then announced that Kerwin H. Fulton would speak on the subject "The Future of Poster Advertising."

"There is now universal reception of the poster advertising message," said Mr. Fulton. "This is one of the strongest factors in the growth of our medium. During recent years poster advertising has shown signs of a very positive growth in the cities and towns where poster advertising is represented. Fifty-seven million people—in other words, one-half of the population of the United States—are covered by poster advertising. This includes all of the distinctively urban and one-half of the rural population."

The chairman then introduced A. de Montluzin who presented an address on the plan which he has devised for a national Americanization poster campaign. This would begin with posters of non-sectarian religious character and lead into a series of posters which would inculcate American principles and ideals to the entire country. The project was unanimously approved by the association and will be carried out as soon as arrangements can be perfected.

Other speakers at this session were H. E. Fisk, who spoke on the "Future of Poster Plant Operation"; John H. Logeman on "Cooperation between Painted Bulletins and Poster Advertising"; Harry C. Walker of Walker and Company, Detroit, on "Plant Construction and Operation"; E. C. Cheshire, Norfolk, Va.; Louis St. John, Atlantic City; J. H. Brinkmeyer, St. Louis; and E. Allen Frost, of Chicago, attorney for the Poster Advertising Association. Mr. Frost's address was a summary of the work done by the convention.

"Convention time is inventory time," said Mr. Frost. "At this convention we have had a definite program, real working hours and royal entertainment. We are hopeful that all future conventions of the association will be marked by the splendid success which has characterized this one. We have heard from Mr. Sullivan a masterly interpretation of our business to ourselves, such a vision as we have never had before. We are rich in this organization, rich in men, rich in opportunities and, as Mr. Sullivan has said, we are rich in enthusiasm. All of these things give a happy augury for the future."

It was decided that the meeting place for the next annual convention would be determined by postal card vote of the members which will be conducted under direction of National Secretary Bell. St. Louis was the first convention city to be chosen in this manner and the success of this year's event, the members agreed, warranted a repetition of the method.

Keeping Up With The Times

A FACT A WEEK

It is a noteworthy fact that while the selling price of the week-day issue of The Washington Times was recently increased to 3c. a copy, it retained 98% of its former circulation. This remarkable record is believed to be without precedent in the annals of newspaperdom, especially in view of the fact that all other local daily newspapers remained at the 2c. price.

Such loyalty on the part of a newspaper's reader-following, fittingly illustrates the position of The Times in Washington.

The Washington Times

WASHINGTON, D. C.

Iowa Publishers to Buy Own Print Paper

Newspaper publishers of Iowa will, in the next few months go into the business of buying their own newsprint paper in an effort to cut the prevailing cost of paper in half.

The action was taken by the editors and publishers attending the fourth annual country newspaper short course, conducted by the department of agricultural journalism at Iowa State College, July 8 and 9. They took preliminary steps for the formation of a corporation, to be known as the Iowa Press Cooperative Association, which will be capitalized at $20,000.

The plan for the association was presented by G. L. Caswell, field secretary of the Iowa Press Association. Beside the capital stock, which it is planned to hold intact, editors who purchase paper through the association will deposit certified checks in their local banks to cover the cost of the paper that they order. The capital and certified checks will furnish the representative of the association with capital with which to purchase paper direct from the mills.

The high cost of print paper has seriously threatened many Iowa papers. Publishers have had to pay anywhere from 10 to 15 cents a pound for paper that cost 2 or 3 cents or less only a few years ago. The mill price of paper at the present time is only about 6 cents.

Paper will be bought by the association in carload lots and shipped direct from the mills to distributing points in the state. From there it will be forwarded to the individual purchasers. Iowa, it is thought, is the first state in the country to take steps in this new phase of cooperation.

The country newspaper short course was attended by about 100 editors and publishers of Iowa newspapers.

Metropolitan Insurance Magazine in New Home

The magazine "with the largest circulation in the world," published for the policyholders of the Metropolitan Life Insurance Company, will be printed in the new building which the Metropolitan Life Insurance Company is erecting for its printing plant in Long Island City, according to an article published in *Queensborough*, the monthly publication of the Queensboro Chamber of Commerce.

Colver Sails With Boy Scouts

As dispersing officer of the expedition, Frederick L. Colver, business manager of *Boys' Life*, the official magazine of the Boy Scouts of America, has sailed for Europe with three hundred scouts who will participate in the International Jamboree and Olympic Meet of the Boy Scouts of the World, to be held in London from July 25 to August 7. The boys selected to represent the U. S. A. in London come from every corner of the country. A complete band of fifty represent the city of Denver, while a patrol of five boys came up from Miami, Fla., to demonstrate scouting methods as employed in the South. Several boys in the group represent the coast states and one boy came all the way from Honolulu.

Six New Clients for Hoyme

Besides the accounts of the Bush Terminal Corporation and S. M. Hexter & Co., recently announced as having been obtained by Robert Hoyme, Inc., New York, this agency has secured Bennett's Travel Bureau, Executive Service Corporation, J. H. DeSchanel, manufacturer of portable buildings, and the Muller Tire & Rubber Co., all of New York, as clients.

5-Cent to $1.00 Chain Stores

L. R. Steel Company, Inc., Buffalo, N. Y., has purchased the Holzworth Company chain of ten stores and three stores operated by the S. M. Wilmer Company, Kansas City. The Steel Company intends to stabilize 5-cent to $1-stores throughout the United States and Canada.

Robin Damon Dies Following Accident

Robin Damon, publisher of the Salem, Mass., *Evening News*, died last Sunday of injuries he suffered on July 9 in a collision between his automobile and that of Joseph M. Dummer at Rowley. He was forty-eight years old.

Mr. Damon was a director of the New England Newspaper Alliance and was widely known in newspaper publishing circles for his efficient production methods. Long before the newsprint situation became acute here he organized the business and editorial departments of his paper in such a manner as to standardize all operations. With the object of eliminating all waste space he abolished "leading," cut down the size of the white margins and widened his page from 7 to 8 columns. Through his efficient management, the paper saved thousands of dollars and in revenue it led the field of newspapers of its size.

Massengale Adds to Staff

C. McMillan has been placed in charge of the art department of the Massengale Advertising Agency, Atlanta, Ga. Miss Cecile Rousseau has been added to the copy department.

—and September steps in with a

41% Gain

over 1919 in advertising

The Delineator

Discussing Posters and the Press

An Authoritative and Timely Article Upon a Subject Which Has a Close Interest for all Advertisers

By PAUL E. DERRICK*

THERE IS, you know, an old fable that deals with the hospitality of a fox and a stork. When the fox entertained the stork, all the food was served upon flat plates. This was satisfactory to Mr. Fox, who could lap it up, though anything but satisfying to Mr. Stork, whose long bill gathered small satisfaction from the shallow dishes. When the return hospitality was provided by the stork, he served his guest with food in narrow-necked, deep jugs that afforded him every opportunity for filling his long bill, but the too clever fox had only the melancholy satisfaction of seeing his host monopolize the dinner.

This old fable is applicable to many everyday business transactions. It is true of the rival claims made by various classes of advertising media, whose proprietors each assert that his is the best for all purposes and all occasions. I will not assume that, like the fox and the stork, they deliberately set out to "do" their guests, the advertisers who pay for the service rendered, but the result is much the same in either case—the advertiser is cheated out of some of his anticipated profit on the transaction. Foxes require shallow dishes to feed from, and storks deep vessels. For efficient advertising sometimes one class of media is most suitable and, at other times and under other circumstances, another is more efficient.

To point the moral of the fable, I will take two classes of media, the Press and the Poster.

Until publishers and bill-posters both come to understand that each possesses media of unrivalled value for certain purposes, and confine their offer of service to those who desire to accomplish those particular results which they are best respectively equipped to attain, neither can hope to measure up to his full opportunity.

EACH HAS OWN FUNCTION

The Poster and the Press each has its particular function to perform in efficient advertising: The latter is pre-eminent for argument, reasoning, description, development of curiosity, and explanation; the former for the quick and permanent etching upon the public mind, regardless of class, of a name, an associated figure, a trade mark, and a telling phrase; also for familiarizing the general public with the exact appearance of the article offered, particularly if color enters into it.

The Press has the advantage of class appeal, if papers are selected intelligently and used with discrimination. The Poster has the advantage of rigid localization. It can be confined to one district in a town, to one or a few localities, or entirely confined to defined areas, or extended through the kingdom.

Both classes of media can be combined to advantage in big advertising drives applied to goods of popular purchase. For such a product they can be used alternatively: a reason-why Press campaign being consolidated with a Poster campaign to hold public attention to the points of advantage explained in the Press. The Poster is a cheaper means for holding a name or a phrase in the public mind than is the Press, and one of its great advantages is its use in linking up occasional Press advertising.

Certain towns are inefficient or unduly expensive as regards either Press or Poster media. In such cases, for the advertising of popular goods on national lines, one or other may be used to meet local conditions at any point.

NO "BEST FOR ALL" BUT—

From the foregoing it would appear that the advertiser's or the agent's problem is not which is the better medium for advertising — Press or Poster—but which is better for his purpose in hand. The goods to be advertised, the purpose to be achieved, the occasion or circumstances to be met, must decide which medium is better fitted to accomplish his purpose.

There will be fewer disappointed advertisers to proclaim that advertising does not pay when proprietors of these two principal means for efficient advertising come better to understand their correlative value, and cease to urge one or the other as the only efficient factor in sale-cost-production advertising and, instead, begin to study the advertiser's problem and to advise the most efficient means, for effecting the purpose in view. More responsibility and discrimination is needed among those who sell both of these advertising services. Indeed, when the sale of "space" ceases, and the sale of "service" is substituted for it, proprietors of all advertising media will enter into a golden age of advertising development.

Here, as in all other commercial transactions that depend upon continuity of sale and purchase, the seller's goodwill exists wholly in the good opinion of the buyer. These

(*Continued on page 37*)

Early Printed Posters

Heralds of billboard advertising of modern days, the posters (of the fifteenth century), both written and printed, were used for all conceivable purposes. Usually these posters were called *siquis*, since the great proportion of them began with the words, "if anybody," in Latin, *siquis*.

William Caxton was the pioneer printer of England, having set up his press in Westminster Abbey in 1471, and nine years afterward he published one of the first *siquis* printed in the British Isles, the "Pyes of Salisbury Use," containing a collection of the rules as practised in the diocese of Salisbury. The original copy of this bill is still extant, being in the possession of the Bodleian library at Oxford. Books as well as the theatre sought to obtain the attention of the public through the instrumentality of the *siquis;* tutors and companions, managers of boxing shows, and a host of other entrepreneurs of self used the same means of in their quest for notoriety.

The *siquis* were nailed and posted wherever there was a recurring concourse of people, as for example, on churches—old St. Paul's Cathedral most famed of any—in taverns, or at the town hall.—Herbert W. Hess, in *Productive Advertising.*

*Paul E. Derick of the Paul E. Derrick Advertising Agency, Ltd., London, well known in the United States, wrote this interesting article for a Poster Number of the British "Advertiser's Weekly."

WHAT'S IN A NAME?

Does New York City ever mean to you that there are close to 9,000,000 people within 50 miles? or about 1/12 of the population of America?

Do you ever think of it as embracing Brooklyn, the third largest American city—or Yonkers—100,000 people—the Bronx—as large as Cleveland—or Jamaica—of more than 100,000 population?

How would you tell your message to a city of many languages—New York has more Italians than Rome, more foreign-speaking Jewish people than Palestine—it has the greatest daily transient trade in the world!

It's a city of quick movement—alert—on the go! Color—Size! a message of few words! that is what is necessary to drive home a trade name or package to the *dominating American city.*

A Poster showing in New York carries its message to all states and to every little corner in this nation.

We have facts and figures that will be a great help to any advertiser interested in New York.

VAN BEUREN & NEW YORK BILLPOSTING CO.

515 Seventh Avenue

NEW YORK CITY

Poster Advertising *and* Poster Advertising Co.

INCORPORATED

WHAT is the Poster Advertising Medium?

It is a great outdoor method of advertising to reach everybody in a community, in large colorful and dominating display.

WHAT size is a poster?

The standard is the 24 sheet lithograph, which is posted on a standard panel, with green outer frame, and a white paper blanking.

For reproducing a package or a picture in color, no medium offers advantages as heroic as the Poster.

WHAT is the length of a Poster display?

The number of days in a calendar month.

A Poster is a sentinel working 24 hours a day, seven days a week.

WHERE can the 24 sheet Poster be posted?

In some 9000 cities and towns where the boards and service are standard and where showing is guaranteed.

57,000,000 people dwell in Poster towns. The greatest circulation of any advertising medium. This is one-half the population of the United States, where 53.7% of the population is rural.

How many Posters are needed in a town?

Write us for an estimate covering the towns in which you are interested. The unit of sale is called a "full showing" which means that the stated number of Posters on the estimate will give a complete and dominating display. "A half showing" or a "quarter showing" is approximately half or quarter as many Posters displayed, not so thickly distributed but covering as wide a territory as a "full showing."

A Poster display literally reaches 100% of the population.

Who originates the sketch designs?

We have a complete art department specializing in the character of copy necessary for a quick, forceful, pleasing impression on the public. Ordinary art departments equipped for work in other mediums find it difficult to adapt themselves to the flat Poster requirements.

Who produces the Posters?

The Posters, after a design is decided upon by the advertiser, are lithographed in a number of colors by reputable lithograph houses, the particular lithographer being decided upon by the advertiser who has received bids.

Who directs the campaign and renders all the service?

We do, taking care of all details, contracting for the space with the local Poster plants, ordering the paper shipped, billing the advertiser and inspecting the display when necessary.

The Poster Advertising Co., Inc., is the largest seller of Poster space in the United States and Canada. We *exclusively* handle the campaigns of the majority of national advertisers who use Poster space.

Let us consult with you as to the best method of using Poster advertising to give your particular problem the treatment it needs.

Our services are at your service!

POSTER ADVERTISING COMPANY, Inc.

550 West 57th Street, New York

BRANCH OFFICES: People's Gas Bldg. CHICAGO · Union Trust Bldg. CINCINNATI · ST. LOUIS · PHILADELPHIA · RICHMOND · ATLANTA



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer.

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

When Salesman Becomes Sales Manager and Bucks Up Against "Organization"

After Years of Freedom on the Road, Necessity of Working in With Other Men Who Think Differently From Him, Comes Hard and Makes Him Unhappy

By SAUNDERS NORVELL

[Continued from May 20 issue of Advertising & Selling]

NOW comes the most critical time in the career of our salesman. Let us suppose that ten years have passed since Mr. Newman packed his grip and started out on his first trip as a commercial tourist. In the meantime he has married, he has several coupons off the bonds of matrimony to show for it and possibly his girth has expanded. He is now a seasoned business man. He has demonstrated that he knows how to work. He has proved himself bomb-proof to the temptations which beguile and destroy so many. On the anvil and in the fire, he has made good. By all the tests he is acknowledged a successful salesman. He commands the respect of his house and his associates.

He is looked up to as a reliable dependable man. He has developed character. He has seen other men fail. He has studied the reasons for their failure.

By his strength of will power and good management he has saved money. Out of these savings he has bought stock in his house. By the world he is looked upon as a "coming man." He has something that the world needs—now comes his hour, when he is to teach others what he knows. He is called into the house to take the position of sales manager.

The first year he is in the house is very likely the most unhappy year of his life. On the road he was free to come and go as he pleased without regard to time or other conditions. He was his own master. Only results were expected of him—how he got them mattered not. Now he finds that there are certain definite office hours and certain rigid office regulations to be observed. No longer can he do what he wants when it pleases him. Now he is in close contact with other men who are over him. Sometimes their directions are definite and to the point. Also he receives sharp criticism.

He feels that there is something wrong.

For the first time in his life people irritate him. For some men he has a growing feeling of animosity. The voices of some men jar him. He looks back with fond regret to the happy days on the road when he traveled from place to place, shaking hands with his friendly customers and when he received only nice letters from his house congratulating him upon his success as a salesman. Something is wrong with the world. What is it? He goes home at night worried and tired. For the first time he is irritable and cross with his wife and children. What is the trouble? Poor fellow! He does not know.

ANALYZING HIS ATTITUDE

Let us tell just what the trouble is with Mr. Newman. On the road he has led a life of freedom. He has led the individualistic life. He was never thrown in contact with the customers close enough to feel their angularities. He has brushed wits with them for only fleeting moments at a time. Now he has taken a position in the house and he is up against ORGANIZATION. Organization submerges the individual and is a melting pot, where the personal unit is lost and must coalesce for the benefit of the whole. When Mr. Newman becomes a part of the organization, he receives the added strength of other men, but he also must relinquish certain individual liberties of his own to this great power.

The World War more than anything else demonstrated *this power of organization.* Through organization Germany fought the world for five years. Through organization she was beaten. The thinkers of the world now realize that the development of organization is such a tremendous factor in modern life that it may be one of the greatest blessings or one of the greatest evils to humanity. In its present form, organization is but the evolution of one of the oldest forces in the world.

In the history of mankind the first organization was the *family.* After a while, as man developed, we had the organization of the *tribe;* then the organization of the *state,* and, finally, the organization of several

10 Commandments of Selling

By John H. Patterson

President, National Cash Register Company

1. The nerves from the eyes to the brain are many times larger than those from the ears to the brain. Therefore, when possible to use a picture instead of words, use one and make the words mere connectives for the picture.

2. Confine the attention to the exact subject by drawing outlines and putting in the divisions; then we make certain that we are all talking about the same thing.

3. Aim for dramatic effects either in speaking or writing—study them out beforehand. This holds the attention.

4. Red is the best color to attract and hold attention, therefore use plenty of it.

5. Few words—short sentences—small words—big ideas.

6. Tell why as well as how.

7. Do not be afraid of big type and do not put too much on a page.

8. Do not crowd ideas in speaking or writing. No advertisement is big enough for two ideas.

9. Before you try to convince anyone else, make sure that you are convinced, and if you cannot convince yourself, drop the subject. Do not try to "put over" anything.

10. Tell the truth.

states, forming a *federation*, such, for instance, as the United States.

As years have passed and as man has become more wise, more far-sighted and more civilized, organization has continued to grow until, in the recent World War we had a terrific conflict with an organization that had for its object world domination by one people. Now the thinkers of the world realize that, unless we have international organization to control the fighting impulses of nations, we are apt to have no end of wars between nations fighting each other. That is what the League of Nations means. Organization today carries the world's big loads. It is only through its great cohesive force that the achievement of big undertakings is to-day possible. Consider where and how the great fortunes have been made and the great businesses built up in the last twenty-five years. This has been done by organization. What is the United States Steel Corporation? Nothing but a carefully organized combination or association of many steel interests. What is the Standard Oil Company? Nothing but a careful, ever-growing, painstaking organization of certain oil interests.

SYSTEMS BOND

"The Rag-content Loft-dried Paper at the Reasonable Price"



COMBINE QUALITY IN YOUR QUANTITY CAMPAIGN

Before launching your direct-by-mail campaign for fall business, be absolutely certain of the quality of the stationery you choose before it is too late.

Systems Bond will make your letters look better and the improvement in appearance will add to the attention-getting power of your letter.

Standardize on SYSTEMS BOND—the unvarying paper—for your letterheads. It is available everywhere. All printers know it. Your printer can get it for you or a request on your letterhead will bring samples.

Eastern Manufacturing Company

General Sales Offices:

501 Fifth Avenue New York

Mills at Bangor and Lincoln, Maine

What is the meaning of the Woolworth 5-and-10-cent stores? What is the meaning of the chain drug stores? What is the proposed development in the hardware line of Winchester stores? It is all nothing but the evolution of organization, organization being the concentrated power, intelligence, initiative, energy and resourcefulness of many minds instead of one.

Napoleon had fourteen marshals, no two of them alike in type, each valuable to him for some one distinct quality in which he excelled. There was the intrepid Ney—"the bravest of the brave"—the chivalric Murat, the bold and careful Soult, the rock-fast MacDonald, the tempestuous Junot, the impetuous Lannes, the fearless Angerau and the methodical Berthier. Taken singly, no one of these would have made a great organization, but the harmonious union and blending of all their strong qualities made the greatest military machine that the world has ever known. As in the military organization, so in business.

INTO A NEW LIFE

Some man knows how to do a thing better than any one else. He sees clearer. He works harder. His judgment is sounder. He has greater imagination, more tact. He makes fewer mistakes. He therefore earns larger profits and has less waste. Another man has the peculiar ability to select other men for his purposes and teach them how to do things according to his ideas. *He has the faculty of multiplying himself.* Others learn from him and at the same time, in turn, he absorbs the knowledge of others. Here we have the beginning of organization. The business is planned and then the plans are worked out with the greatest care, each doing his part and all working for the good of the whole. Men are selected for their peculiar fitness to carry out certain parts of the work. For their common success these men work together. Each man gains and each man gives up, the "rights" of one ending where the "rights" of the others begin. When they do this taking and giving away in the proper spirit we call it cooperation, and cooperation is the greatest constructive force in the world.

We see this illustrated forcibly in the difference between Mexico and the United States and Canada. In the United States and Canada we have certain principles of government. We hold these principles as being above and superior to any individual. We want to know for what principle a candidate stands. Politi-

cal parties have to give us a platform and we support one party or the other as we believe the organization of this party will work for the principles of government in which we believe. As our country is governed by the majority it is only reasonable to conclude that the majority of the people will get the kind of government that they want or that they deserve.

On the other hand, in Mexico, out of fourteen million people, only three million can read or write. There are three Indians to one white man.

There is naturally a lack of ideals and an entire lack of adherence to any set of principles of government. In the place of principles the Mexican has one thing—love for an individual chief. In other words, the intelligent North American stands for an organized government, which will govern the way he wishes to be governed, while the best a poor, ignorant Mexican has is the old tribal custom of following a certain chief, who is responsible to no one but himself, and is free to shift his preferences and prejudices from day to day as it pleases his caprice.

So, unconsciously, when the successful salesman comes into the house he steps from a life of individual freedom and personal loyalty to a certain chief or sales manager into the complicated machinery of many departments and many interests of an organized business with its many side currents and eddies. In this situation Mr. Newman can not dispose of matters by writing one letter to his house, as when he was a salesman. He comes in contact with many men and is in such close contact with them from day to day that unless he is careful he will be tempted to make close friends with some and be persuaded to form a dislike for others. In every house there are certain cliques and if our new sales manager is wise he will not become a part of any one of them. The idea of cliques is to destroy, undermine, thwart and throw the smother blanket over the other fellow, and this breeds hate, malice, treachery, meanness and, ultimately, disintegration of an organization.

Quarreling with associates, and intrigues against them, does neither party to the transaction any good. If he cannot help, only a fool will deliberately hurt another. Return good for evil wherever you can and you disarm your assailant and punish him more than you can by all the revenge you may be able to take out of his hide—his own conscience will make him feel debased in his own esteem as well as that of all men.

You recall the case of Aristides, one of the greatest of the Greeks who, on the testimony of Themistocles, who was jealous of him, was unjustly sent into banishment for ten years on a trumped-up charge of a political offense which he never committed and of which the Greeks later acknowledged he was never guilty. Subsequently when Themistocles was on trial for a similar offense and Aristides was asked to testify against him, he refused, saying: "He is my brother man; if I cannot do him good, I shall never do him evil."

Aristides had the victory corpuscle and we now realize it.

The sales manager who is wise will not only steer clear of cliques, but will try to compose the differences between those who form them. In this way, he proves his own strength of character and thereby strengthens his own hands—with all working together behind and with him, he is sure to accomplish more than if his fellow workers are divided and some of them pulling against him.

"WHERE ARE MY RETAILERS?"

A NOTEWORTHY book* which contains the concisely tabulated results of a comprehensive merchandising research in eighteen retail classifications in 3000 cities and towns from Maine to California.

And what is perhaps really more important to the large business executive, it also contains an expert analysis of the broad underlying economic factors which determine the retail outlets of any and every sort of product.

The American Weekly

A. J. KOBLER, Manager
1834 Broadway, New York City
W. J. Griswold Western Representative
Hearst Building, Chicago, Ill.

* The price of the book is three dollars but a strictly limited number will be mailed free to executives who write for them personally, on official stationery.

George Washington did this when Thomas Jefferson and other members of his cabinet started quarrelling among themselves. When Lincoln was President, Salmon P. Chase, Secretary of the Treasury, wanted to run the President and when Lincoln would not let him, got sore and began to make trouble. Lincoln only smiled—he refused to make reprisal—made peace instead by naming Chase for the office of Chief Justice of the Supreme Court. Where there was an enemy there now was a friend. How much sooner the late war might have been terminated had the cabinets of Europe in its earlier stages worked with more harmony we do not know, but some of us think greater co-ordination might have cut it much shorter and saved many thousands of lives and millions of treasure.

Fighting between fellow workers never has paid a dividend and never will.

After a while, if Mr. Newman has good judgment, a clear mind, tact and diplomacy, out of his first feeling of chaos will emerge a certain order. He will learn why certain men stand together. He will analize the methods of different men. He will study the lines along which the business is being developed, the policies, aims, and aspirations of its executives. He will study the general field in which the business is working. If he is a thinker he will decide that certain things are good and other things are bad. If he is a really high grade man his mind will be more taken with these principles than with the petty jealousies and squabbles of his neighbors.

He will see the great opportunities in the business. If he is a born organizer he will realize that by tact and diplomacy, by careful handling of other men around him, he can bring to pass some of the things that he believes will be for the good of the business. He will not antagonize any one, but seek to win the cooperation and good-will of all and utilize them to carry out his plans.

Then, if he is intended to be a really great business man, he will develop a certain religious business frenzy. The success or development of the business will be on his mind day and night. He will become so enamored with the business game that no other game will compare with it in the intensity of pleasure he gets out of his office hours.

That is why I have often said that most unusually great business men are just a little crazy. I mean by that that they are abnormal. They are abnormal because all of their powers of concentration are centered on the success of the business. I could name a long list of successful business men in this country and almost every one of them are peculiar in this respect.

Now, my friend, this article, as well as the others in this series, has been written for the benefit of the young man who has an intense desire to make an unusual success in business. Some of these may not need this advice. Some may not agree with it. I have received a lot of letters differing with my last article on the subject of matrimony. Some of these letters have been very indignant. The trouble is that these writers have forgotten the fact that I am not writing for the average young man who leads the normal life and possibly will never get together $10,000 of his own at one time in his entire existence. I am not writing to the average man who is satisfied with things average and perfectly willing to be average all the days of his life. All of these articles have been written to the super young man—to the young man who wishes to get ahead, to rise up in the business—in a word, to become president of the concern.

Mr. Newman, the new sales manager, is this type of young man. After his first uncomfortable year getting acclimated in his new job he is beginning to be felt in the organization. Why? Because he is learning more about the business than any one else knows. He has his facts at his finger's ends. Not only that but he has studied the people around him and he knows the peculiarities of all of his associates. His training as a salesman has developed in him unusual powers of persuasion. When he attends sales meetings he not only comes provided with facts but he knows how to present these facts clearly, concisely, and in an interesting manner.

He has also learned that it is very easy to make enemies and that enemies frequently trip us at the most inopportune moments. He has realized the value of friends. He has extended his acquaintance, and influence, not only in the business but outside of the business. He knows men and women of importance. He has learned to be a good sport and when he loses out on a proposition he accepts his defeat with good nature, but if he thinks he is right, he never quits.

The victory is not lost; it is simply postponed. He cooperates with others because he, in turn, realizes the necessity of cooperation and he knows the time will come when he also will want others to cooperate with him. The great truth has dawned upon him that to be successful in business you must be a teacher and day after day he is teaching others to do things as he thinks they should be done. Naturally, he is an indefatigable worker, but at the same time he realizes that he must take care of his health, so he cultivates certain outdoor sports.

He does not waste his strength and energy in dissipation. He gives the greatest care to himself physically. Realizing the wear and tear, waste and loss produced by disagreeable or unhappy surroundings, he does his best to bring about cheerful working conditions around him.

THE THREE-FOLD RULE

His rule of life may be said to be to love, laugh and labor. Knowing his own weaknesses and the frailty of human nature he is charitable with those who fall by the wayside. He is always ready to extend a helping hand to the fellow who is down. He believes, as one of the cardinal principles of his religion, that it is always his duty to help those who are trying to help themselves.

We all need help, including Mr. Newman. To help another is constructive. It serves mankind and makes the world glad that we are here. Given the time and the opportunity, through our help, the man we aid may make us famous and remembered not alone for what we did for ourselves, but for what we did for others.

Of the truth of this, we have many historic proofs, including that of Sir Humphry Davy and Michael Faraday.

"Pepys," said Sir Humphry Davy one day to the curator of the Royal Institution, "what am I to do? Here is a letter from a young man named Faraday; he has been attending my lectures and wants me to get him employment at the Royal Institution. What can you do?"

"*Do?*" replied Pepys. "*Put him to wash bottles; if he is good for anything, he will do it directly; if he refuses, he is good for nothing.*"

"No, no," replied Davy, "we must try him at something better than that. Therewith Sir Davy wrote this letter to the managers of the institution —for a young man he had met but once and who was practically a stranger to him:

"Sir Humphry Davy has the honor to inform the managers that he has found a person who is anxious to

St. Louis

"The Center of Centers"

Actual and strategical center of United States. The Metropolis and great logical center of the Mississippi Valley—the main producing area of the United States

NEARLY
1,000,000
PEOPLE

Call this historical, hospitable and industrially important locality

HOME

AA POSTER BOARDS
AA POSTER SERVICE

ST. LOUIS POSTER ADV. CO.

occupy the situation in the institution lately filled by William Payne. His name is Michael Faraday. He is a youth of 22 years of age. His habits seem good, his disposition active and cheerful and his manner intelligent. It would gratify me if the managers will give him employment."

Faraday got the job and it is now a matter of record that up to his death he was probably the greatest chemist that had ever lived. As evidence that he had the stuff of which real men are made, the last chemical experiment recorded in his book, found at the time of his death, bears the No. 16,043. Think of such a worker—16,043 experiments for the advancement of human and scientific knowledge.

Mr. Newman develops broadness of view. To win, men need breath. He often thinks of the time when he was told as a young man that the man who builds a wall around his own home does two things—while he walls the other fellow out, he walls himself in. Therefore, he does not believe too much in walls and limits. He has confidence enough in his own power, never to be afraid of giving another power.

He realizes that rules and regulations in business are necessary, but he does not love rules and regulations just for their own sake. The man in whom he delights is the man who like himself, loves the business for its own sake—who loves to work for the business and to see it develop.

The man he dislikes most is the shirker and the panhandler who is on the ship and expects to be carried over, but who wishes to do just as little work as possible on the passage. He realizes fully that in business, as it is now organized, there can never be exact justice for every one, but it is his desire to see that this ideal of justice to all is approached just as nearly as possible. In his heart he despises bluffers and those who make believe and pretend —those who try to get by with well-made excuses.

He develops a love of truth and when men in his department tell him that they just simply forgot, he understands because he has forgotten a lot himself, but when they put up some well-planned excuse he makes a mental reservation.

THE "SUCCESS" ATTITUDE

The years roll by, as they always do. Mr. Newman has made good. He is recognized as a leader among men. He leads men because they trust his judgment and believe in him. Above all things in his business career, he values his word. His word for him is the basis of his character. If he gives his word the matter is settled.

He has developed a fine loyalty to the business itself. He does not feel that he is working for any individual in the business. He is working for an abstract thing and that is the business.

He talks to other men under him not about working for him, but of uniting with him and working for the welfare of the business itself. He looks back with the greatest pleasure to the days when he was a traveling salesman. He is always glad to meet his old customers and talk over old times.

A few gray hairs are in his mustache and he is turning white just over the temples.

He now has a good block of stock in the business.

He has money on deposit in the bank. Who knows, some of these days he may become a director in the company? Already, the old man at the head of the business has an eye on him.

Now the question is whether the pleasant position he now enjoys in life does not pay in a large measure for many of his early privations.

The Boy of Today



has won well-merited recognition as an individual to be reckoned with in the family and in the community. His growing advertising importance in connection with big business has resulted in a steadily increasing number of definite campaigns by national advertisers to cover the boy-field. Results have always exceeded expectations, as they have discovered first-hand that the boy's natural persistency in acquiring what he wants becomes translated into a tremendous Buying-influence, of which the advertiser gets the full benefit.

Because THE BOYS' WORLD (of the four boys' papers) is the one NATIONAL WEEKLY in this responsive field, you are sure of a timeliness and frequency to your sales message not elsewhere available.

Because our 400,000 live boys—with their enthusiasm, their 100% Consumer-value and their all-round importance in 400,000 desirable homes—represent half the available boy-circulation, THE BOYS' WORLD enables you literally to double the extent and effectiveness of your campaign in the boy-field.

THE BOYS' WORLD

David C. Cook Publishing Co., Elgin, Ill.

WESLEY E. FARMILOE, Advertising Manager

Edward P. Boyce, 95 Madison Ave., New York
Chas. H. Shattuck, People's Gas Building, Chicago
Sam Dennis, Globe-Democrat Building, St Louis

COOK'S WEEKLY TRIO: A MILLION BOYS AND GIRLS

THE BOYS' WORLD THE GIRLS' COMPANION YOUNG PEOPLE'S WEEKLY

Isn't it better possibly if he postponed marrying a few years, giving himself more time to devote to study and getting started?

Mr. Newman is the perfected flower of evolution. He has pleasant manners. He is an agreeable person to meet, but at the same time he has a peculiar look in his eye that would not lead you to trifle with him over-much. He has learned the world pretty well. He has seen its ups and downs, but he has not become embittered or pessimistic.

Like Abou Ben Adam in the poem, although he knows his fellow man and his frailties, he still loves him. Throughout the business he is recognized as being broad-gauged and liberal, but perhaps a little stern with habitual offenders. Sometimes he is just a little slow to anger and often his associates think he is just a little too good-natured. He often laughingly answers them, reminding them of Paul's admonition *"to be as wise as a serpent but as gentle as a dove."* — Copyright, 1920, Topics Publishing Co. Reprinted from *Drug Topics.*

The Psychology of the "Indoor Poster"

(*Continued from page* 8)

air!" But what may appear to be "hot air" on a very superficial analysis will prove to be the finest kind of selling sense on a little deeper study of the question: What determines where I buy my goods and services?

When we undertake to promote a business we don't get very far unless we realize that every sale involves more than an order for the transfer of goods. To take a simple illustration, I may want to buy a suit of clothes. I am not an expert in woolens and I know very well that a dishonest manufacturer who will pay attention to the trimmings and the things I can see can easily enough impose upon me as to the quality and value of the suit he sells me. Knowing this, when I come to buy the suit I take into account other factors than its appearance on the floor of the store where I buy. In the first place, I will be swayed by my confidence in the honesty of the manufacturer or seller. In the second place, I will be influenced by my opinion of the willingness and ability of the seller to make good later any defects that are not apparent at the time of the sale. Furthermore, if the seller has made me feel that he is enterprising and ambitious to build up and maintain a business, that fact of itself is a guaranty to me that, in his own interest and following out his own ambition he will give me every practical service and do everything possible to maintain and enlarge his reputation in my mind. And, still further, if there are two concerns who measure up 50-50 on all the foregoing factors, there is still a further influence governing my preference for doing business with one or the other. That last factor is the greater pleasure I may derive from doing business with one man or one store rather than another.

HOW PERSONALITY COUNTS

These things need only to be stated for any man with common sense to realize that they are vital factors in the sale of goods or services. The same hard-headed individual who will tell an advertising man that his customers will buy wherever they can buy cheapest, regardless of advertising, can find the contradiction of his theory right at the heart of his own business—in the problems of financing it and his relations with the banks. He knows very well that

"Making Dad Like It"

"Not long ago I came back to the old farm to become a partner with my father.

"I knew, of course, that he had some old-fashioned ideas, but I was greatly surprised when he told me he didn't believe in farm papers—and didn't want them in the house.

"I knew, too, that this was simply prejudice.

"So I subscribed for your paper and was astonished to see him pick up the first copy when it came. I watched him closely, and saw that he was soon reading the entire paper through.

"Now he is the first to get the paper when it comes—and first to grumble if it's late. . . ."

This letter came to the editor of Capper's Farmer and only reinforces our conviction that when a paper has a real, definite, serious mission its subscribers readily recognize its real worth.

And advertisers, who realize how an intensive interest in the editorial columns reacts most favorably to the advertising columns, are glad enough to have their sales message in that kind of a paper.

Begin this fall to put *your* advertising message in the hands of the more-than-seven-hundred-thousand farm homes reached each month by Capper's Farmer —and see what it means in the sale of your goods.

Most advertisers know that Capper's Farmer, together with the other sections of the Capper Farm Press, cover in a very effective and economical way the World's Greatest Farm Market—the Midwest.

Capper's Farmer

ARTHUR CAPPER, Publisher MARCO MORROW, Asst. Publisher

TOPEKA, KANSAS

Branch Offices in

Chicago, New York, Detroit, St. Louis, Kansas City, Omaha, Oklahoma City

banks consider men, in giving credit, quite as much as they do material assets. Investors who are wise are a good deal more likely to bet on the jockey than they are on the horse. The master of all financial men, the late J. Pierpont Morgan, is the great authority for the statement that, in extending credit or financing a business, the character, ability and reputation of the manager is the first and greatest consideration.

If the factor of personality plays so great a part in the problem of financing, it plays no less a part in the problem of selling, and, therefore, of advertising. And it plays an especially important part in the problem of selling and advertising that the local bank and the local merchant have to meet. That is the great reason why the art calender, which is the most powerful of all personality advertisements, occupies its great and dominating position in the field of local advertising.

Consider the position of the local merchant and the local banker. In most cases, as between two merchants, there is frequently no demonstrable advantage in the goods of one over the goods of the other. In many cases all local merchants handle standard brands at fixed prices, and any competition between them is a competition on service and personality. In the case of banks, the real selling point is wholly a matter of service and personality. In the securing of accounts the question of safety is the big selling point for the people who are going to use a bank, and this confidence in the fact that their money will be safe with any given bank is based four-square upon their real opinion as to the efficiency and honesty of the banker—in other words, his personality.

A BANKING ESSENTIAL

In the case of the banker there is the further consideration of enlisting new money in deposits and making new customers. Arguments for saving help and explanations of how a bank can serve also help. But, back of such educational appeals, the personality of the banker looms as the big factor in creating new business. The banker who is accessible and affable, the banker who seems interested in the welfare of his community and of all who live there is himself the greatest advertisement for bringing people into the bank to seek advice and help.

If personality is so big a factor in local selling, how is it going to be as great a factor in local advertising? You can't advertise personality by talk. You can't demonstrate it by argument. Big claims are made every day that count for nothing—readers of such advertisements put them down as commonplace boasting. Personality must be demonstrated. It is exhibited in action. In advertising, the art calender is the great medium for accomplishing this end, because sending a calendar is an act of courtesy and a personal gift, as well as an implication of high standards on the part of the sender by the very fact of the quality of the calendar itself.

Let me illustrate these points in a simple way. The bank in my town publishes an advertisement in the newspaper to indicate that it welcomes depositors and appreciates their business. I may or may not see that advertisement. If the bank sends me an art calendar, however, I cannot fail to see it, and the bank puts across its claim to appreciate business by an act of appreciation rather than a statement; for a calendar good enough to be a gracious gift is actual proof of appreciation, and the impression is made upon me in a way absolutely impossible to accomplish by mere words.

Now let us consider a further point. In the first place, the bank has shown that it appreciates my business and would appreciate any other business I can influence its way. The bank has advertised its personality as not cold, unapproachable, stiff, but warm and responsive in business transactions. But it has done more than that. By sending the calendar, it has entered into a more or less personal contact with me in a way that could not be accomplished by a letter or a circular or a booklet. All these things are merely meant to be read and thrown away, but a calendar is meant to be kept and to give pleasure where it hangs, as well as serve a useful purpose. Therefore, the bank has provided me with an automatic reminder that it regards me as a human being and not a mere source of business, and the fact that the calendar goes up on my wall serves to perpetuate the favorable impression made at the moment of its receipt. In other words, the bank has not only advertised its personality, but has established the best substitute for a personal representative right in my home or office.

WHAT THE CALENDAR REVEALS

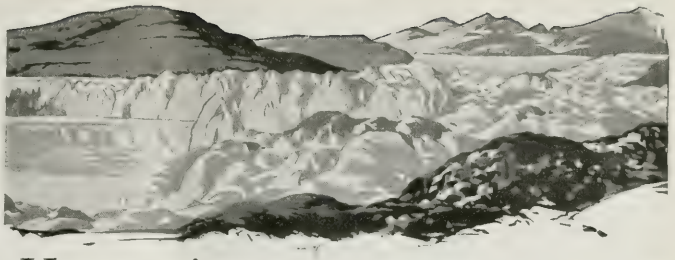
And now, finally, we come to a point which is rather subtle and hard to convey, but it, in fact, the chief reason why the art calendar is the great means of advertising personality. If I want to let you know what kind of a man I am, how do I do it? I may do it by telling you my personal history and giving you references, but if I have the opportunity, I do it very much better by associating with you, letting you know what my interests are, sharing the pleasure of my thoughts and experiences with you. If, now, I choose a calendar to represent me, I cannot fail to reveal myself in some measure, in the very choice of the picture selected. If you have received for several years calendars from your banker with pictures of nature—pictures that carry you out in imagination to breezy hilltops, to the cool seclusion and peace of the woodlands, or along the brook, making you wish you could drop a fly into that beautiful pool behind the rocks—the banker in such a case has done more than send you an advertisement or a gift. He has shared with you a human interest, and has made himself better known. Take the local retailer who has sent to his customers and prospects pictures reflecting what is most beautiful and appealing in little children—pictures that express the love of the mother for her baby—can you imagine how this man can fail to impress the mothers of that community with this glimpse of his own personality? Don't take these things too lightly. I bought a house some years ago after a considerable period of hesitation between two or three propositions. It came down to a question of taking advice from one agent or another. One of the agents was a man whose hobby was raising flowers. He loved flowers, raised them, talked about them, and gave them away to the neighbors, and, while I didn't notice it, in some way or other my wife did. When the critical moment came, she said: "Mr. Blank loves flowers and I think it is usually safe to trust a man who does, so we had better take his advice." My wife claims not to be affected by advertising—other people may be persuaded to buy this or that by published advertisements, but she "never did and never will." So she says, but the subtle advertisement of a personality became the determining factor with her in the largest single purchase of her life. Every good business—and especially every good local business—is built around a personality. Calendar advertising gives that personality the best opportunity to convey its quality to the neighborhood. Originally coming into wide use because of its many advantages as a sign—the only indoor sign that you can get in a house—it has grown

to be a selling influence of even greater power because of the opportunity it affords for gracious, kindly, unobtrusive friendliness in its distribution. A philosopher has said: "If you want to have friends, be one yourself." Friends gravitate to friendly people. A calendar that is really worth hanging, that really gives me pleasure, sent to my home, expresses nothing if it does not express a friendly note and, even though I know the man who sent it wants my business and sent the calendar to remind me that he wants my business, I cannot but feel a little more cordial toward him than I could possibly have felt if he had sent me a booklet cataloguing his virtues and the mechanical equipment of his establishment.

NOT PROPERLY A DEALER HELP

In closing I want to say that the very reasons that make the calendar an ideal medium for local advertising—the very fact of the personality appeal that the calendar makes—are lost to a degree when calendars are used by national advertisers as dealers' helps. The dealer who sends you a calendar that bears the trademark of some manufacturer of a commodity, and thereby reveals the fact that the dealer got the calendar for nothing or next to nothing from his manufacturer, loses the finest flavor that his advertisement ought to have. He is the man who sends you a gift that costs nothing, and therefore is worth nothing so far as winning good will is concerned. There is no compliment to you in getting such a calendar. It does not express the sender—it expresses the manufacturer. If I were a local dealer, not only would I refuse to issue any calendar except my own, but no manufacturer could get me to do otherwise even if he actually paid me money to act as his distributor. For I could not afford to give up to any one else the most precious advertising space—for me—in the world. That space would be the best position that the finest calendar I could buy would win for me in the homes of the people whose good will and whose purchases are the measure of my business success.

To sum up, then, the place of the calendar in American advertising is a great deal bigger then most advertising men imagine. The men who analyze advertising most thoroughly are naturally those men interested in great advertising campaigns which can be put over on a national scale. Their study and their conclusions are addressed, as a rule, to those great



How Chicago Escaped Being a Village—

MILLIONS of tons of ice surging southward in an irresistible flow! Trees uprooted; mountains leveled; valleys formed; the sites of future cities fixed!

But for The Great Ice Age, Chicago might have been a village—Minneapolis and Fall River never founded—Illinois a region of stony hills instead of level prairie.

Until a few years ago there was no large scale map of North America showing the continental ice sheet during The Great Ice Age.

Then came the demand for such a map—and *RAND McNALLY made it!* Made it with the same expert care with which it has made more than 6000 other maps.

Perhaps it has never occurred to you that any one would want a map of North America During The Great Ice Age. But someone *does*. The very unusualness of such a map emphasizes the bigness of RAND McNALLY.

Every conceivable kind of map for every conceivable purpose is made here at Map Headquarters:—political maps, Biblical maps, climatic maps, physical maps, historical maps, classical maps, language maps, atlases, globes and map-tack systems.

Whenever you need a map, for whatever purpose, think of RAND McNALLY. Never before, in the fifty years that we have been in business, has the need of accurate maps been of more vital importance than right now.

RAND McNALLY Official
AUTO TRAILS MAPS
1920 Edition 35c each

FOR the automobile trip which you are planning, the new RAND McNALLY *Official Auto Trails Maps* just published should be your guide. They solve the problem of which way to go and always keep you on the right road.

RAND McNALLY *Official Auto Trails Maps* are published in eleven convenient sections covering the entire country from Nebraska east to the Atlantic Ocean and from Kentucky north to Canada.



News stands, stationers, bookstores and drug stores have the map you want or will get it for you.

RAND McNALLY & COMPANY
Map Headquarters
536 S. CLARK ST., CHICAGO—42 E. 22ND ST., NEW YORK

BUY RAND McNALLY OFFICIAL AUTO TRAILS MAPS FROM YOUR DEALER

advertisers whose names you see in the magazines and billboards over the country. But for every one great national advertiser there are thousands of business men—small manufacturers, wholesalers, local bankers—who are taking a vital part in America's business, and their advertising in the aggregate is probably the greatest of all in volume. It is these business men that the calendar is preeminently fitted to serve and, to the extent that personality is a vital selling point in the vast field of local business, to that extent the calendar is unique in its fitness to serve. As a result, calendar houses that really combine the functions of the printer with those of the advertising agency, already occupy a place of honor in the advertising profession, and will continue to do so so long as they seek to develop business based on the work the calendar is fitted to perform without seeking it to force it to uses that had better be left to other media.

Definitions of Foreign Trade Terms

[Continuing an article begun in July 17 issue of "Advertising & Selling."]

By CLAYTON SEDGWICK COOPER

The chief purpose of the conference is to simplify and standardize American practice, and to that end it urges manufacturers and exporters to cease the use of synonymous abbreviations and quote habitually in the terms here recommended, just as far as these terms will cover the price conditions which it is desired to arrange with the buyer.

Variations of the abbreviations recommended in other sections also are in more or less common use throughout the United States. The recommendations of the conference apply to them with the same force as to those cited under Section 1.

Manufacturers and exporters are urged to bear in mind that the confusion and controversies which have arisen have sprung in part from the use of an excessive number of abbreviated forms with substantially similar meanings, as well as from the use of abbreviations in a sense different from their original meanings, or in an application not originally given them and different from the sense or application understood by foreign buyers.

In simplified and standardized practice lies the best hope of reducing confusion and avoiding controversy.

The conference urges upon manufacturers and exporters the very great importance at all times of making their intention in whatever quotations they employ so thoroughly clear as to be impossible of misunderstanding or misinterpretation. It is much better to take the time and space at the outset to make the quotation clearly understood than to be compelled in the end to go through vexatious controversy or litigation, which costs not only time and expense but customers as well. Misunderstandings can best be avoided if the seller will formulate a written statement of the general conditions under which his sales are to be made, and will see that the foreign buyer possesses these terms of sale when considering a quotation. The items which may be included in such a statement deal with: delivery, delays, partial shipments, shipping instructions, inspection, claims, damage, and payment. If all contingencies are thus covered by carefully considered conditions of sale, disputes will largely be prevented.

The quotation "F. O. B. (named port)," as "F. O. B. New York," "F. O. B. New Orleans," "F. O. B. San Francisco," is often used by inland producers and distributors to mean merely delivery of the goods at railway terminal at the port named. This abbreviation originated as an export quotation and had no application to inland shipments. It was used only to mean delivery of the goods upon an overseas vessel at the port named. That, in fact, is the meaning universally given to the phrase among foreigners, and is the meaning which the best practice among exporters requires it invariably to have. But because of the confusion which has arisen through the use of that form with a different meaning by inland producers and distributors, and in the interest of unmistakable clarity, the conference most strongly urges the invariable use by American manufacturers and exporters of the form "F. O. B. Vessel (named port)." This adds only one word to the abbreviated form and has the great advantage that it cannot be misunderstood. It also avoids the difficulty which might arise among foreigners not always well versed in American geography, through confusing an inland forwarding point with a shipping port at seaboard.

The conference calls attention to the fact that in selling "F. A. S. Vessel" manufacturers and exporters should be careful to have their agreements with buyers cover explicitly the question of responsibility for loss after goods have been delivered on the wharf or alongside the vessel and before they are actually loaded on the ship. There is no generally established practice on this point. The recommendation of the conference in the definitions of responsibility under Section 7, sets up a rule which it is hoped will lead to the establishment of a standard practice.

It is understood that the provision of lighterage covered in several of these recommendations is only within the usual free lighterage limits of the port, and that where lighterage outside such limits is required it is for buyer's account.

In order to avoid confusion in another particular, attention is called to the care which must be exercised in all cases in making weight quotations. The net ton, the gross ton and the metric ton all differ in weight. Similarly there is a variation in the use of the term "hundredweight" to mean either 100 pounds or 112 pounds. It is, therefore, not sufficient to quote a price for "ton" or per "hundredweight." Instead the conference recommends the use of the terms "ton of 2,000lb. "ton of 2,240lb," or "ton of 2,204lb," etc., whichever intended.

It is also important to note that a carload lot in the United States means the quantity of the particular commodity in question necessary to obtain the carload freight rate for transportation on American railways. This quantity varies according to the commodity and also varies in different parts of the country. Certain commodities, being more bulky than others, the minimum carload for them is less than for heavier products occupying less space. The load required may range anywhere from 12,000 to 90,000 pounds.

Consequently it is important, when quoting prices applicable to

to carload lots, so to state and to specify the minimum weight necessary to make a carload lot of the particular commodity for the particular shipment in question.

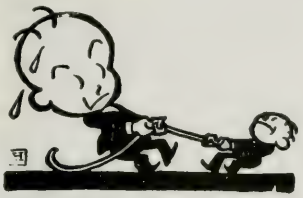
The conference points out that in quoting "C. & F.," or "C. I. F.," the manufacturers and exporters moving large quantities of material by one vessel should be careful to ascertain in advance the buyer's capacity to take delivery. This, because, under these terms and as a condition of making the freight rate, transportation companies may require a certain rate of discharge per day, and that rate of discharge might be in excess of the buyer's capacity to take delivery. In such event, an adjustment with the transportation company would be necessary, which might affect the freight rate and, consequently, the price to be quoted.

The conference also strongly urges shippers clearly to understand the provisions of their insurance protection on all foreign sales, irrespective of the general terms used thereon. In almost all cases it should be possible, when making shipments by steamer, to obtain insurance giving full protection from primary shipping points to designated sea port delivery, and for foreign port delivery. As ordinary marine insurance under F. P. A. conditions, *i.e.*, free of particular average, gives no protection against deterioration and for damage to the merchandise itself while in transit, when caused by the recognized hazards attending such risks, shippers should endeavor in all cases to obtain insurance under W. P. A. (S. P. A.) conditions, *i.e.*, with particular (subject to particular) average, when in excess of the customary franchise of 3 to 5 per cent. Under such form of insurance, underwriters will be called upon to pay claims for damages when these exceed the stipulated franchise.

The conference points out that inasmuch as fees for consular invoices and similar items are arbitrary charges fixed by foreign governments, they are not included in the terms of C. & F. or C. I. F. quotations, and it is part of the duty of the buyer to meet them.

Finally, the conference strongly recommends, as a most effective measure of simplification, the general practice of quoting for export, as far as possible, either "F. A. S. Vessel," "F. O. B. Vessel," or "C. I. F." Concentration on this small list, all of which terms are readily understood abroad and are difficult

(*Continued on page* 34)



RUBBER!!!

We're not stretching the point a particle when we say that in most of the thirteen hundred pulp and paper mills on this continent, the purchase of rubber goods constitutes one of the most important items in the annual budget. Hundreds of thousands of dollars monthly are spent on rubber steam hose, deckle straps, machine hose, fire hose, rubber covered rolls, packings, belting and so on.

There is no choice about the use of rubber in the paper mill—nothing else will serve the purpose. But there is a choice when it comes to buying—the mill man orders from the manufacturer he has learned to know through the pages of his industrial journal.

Usually that means through the pages of PAPER, because this publication is an elastic medium that stretches enough to completely cover the entire industry. And of course there is a real come-back from advertising in our pages—returns that mean sales and permanent, profitable business. Ask us why.

PAPER

The Production Journal of the Industry.

471 FOURTH AVE., NEW YORK CITY

A Guide To Foreign Trade

A ready reference guide to imports and exports, shipping, banking, products, climate and other conditions in every foreign market is provided in the "Exporter's Gazetteer of Foreign Markets," just issued by the *American Exporter* and compiled by that publication's research, editor, Lloyd R. Morris.

All commercial and industrial statistics and weights and measures have been converted into dollars and into American measurements, making facts easily available for the American business man. It is believed that this is the first time a book of this kind has been compiled covering so wide a scope.

The countries of the world have been so grouped that adjoining markets are found together. Under each country will be found detailed information about area and population, commerce, production and industry, railroads, telephones and telegraphs, money weights, commercial language, advertising media, shipping routes, tariffs and consular regulations.

Big Increase in Cigarettes

According to Internal Revenue statistics, there was an increase of 1,185,177,029 or 42.7 percent in the number of cigarettes manufactured in the United States in May, 1920, over the number produced in that month of the preceding year. Cigarette production in May of this year was 3,955,164,678.

The output of cigars was 676,227,828, an increase of 22.5 percent, or 124,568,079. During the month there were 34,875,839 pounds of manufactured tobacco produced, a gain of 1,353,737 pounds, or 4.6 percent, while the production of snuff amounted to 3,574,342 pounds, a gain of 586,037 pounds, or 19.6 percent.

of misinterpretation, will, it is felt, be markedly influential in avoiding confusion and controversy.

The conclusions and definitions set forth above are the recommendations of a conference which was composed of representatives of nine of the great commercial organizations of the United States interested in foreign trade. Not all have as yet the force of law or long established practice; but it is the hope and expectation of the conference that these recommendations will receive such adherence on the part of American producers and distributors as to make them in fact the standard American practice. And it is, therefore, expected that in due time they will receive the sanction of legal authority.

Southern Newspaper Publishers Discuss Problems at Ashville Convention

Association, Now Swollen to Membership of 224, Hears Brass Tacks Talks on Newsprint and Advertising; British Ambassador is Speaker

NEWSPAPERDOM on the sunny side of Mason and Dixon's line stands united for service despite wind, rain, Texas tidal wave, Arkansas cyclone, or the newsprint paper shortage.

That is the word that comes from the eighteenth annual convention of the Southern Newspapers Publishers' Association which came to a close on Wednesday afternoon at the end of a three-day session held at the Grove Park Inn, Ashville, N. C.

With 224 members, 72 of them new this year, the convention went into session with the largest association enrollment and largest attendance in its history. Before the gavel rapped out adjournment it had listened to brass tack speeches by newspaper men and advertising men with real messages to deliver, had partaken of the lavish hospitality of the Old North State, had organized for 1920-1921, had taken definite, significent, important steps toward the solution of the big problems with which newspaper men, South and North, are confronted today, and had passed resolutions on general national problems indicative of the popular temper in the South at this time.

COOPERATIVE BUYING DISCUSSED

On Tuesday night it filled the big lobby of the Inn to overflowing to do honor to Sir Aukland Geddes, the British Ambassador, who addressed the association.

Probably its most important discussion was on the question of cooperative buying of newsprint to meet the situation outlined by Charles I. Stewart of Lexington, Ky., chairman of the newsprint committee, in an address in which he reported that 33 members of the association were without contracts and 62 were buying on the spot market.

The newsprint shortage, the publisher's bugaboo, was the outstanding topic of interest. Among those who spoke on various angles of the situation were Stanley Clague, managing director of the Audit Bureau of Circulations; Charles J. Pape, editor of the Waterbury *Republican*, and Jason Rogers of the New York *Globe*, who talked on the plans of the Publishers' Buying Corporation; George E. Hosmer, of Brodentown, Fla., chairman of the legislative committee of the National Editorial Association, and Colonel W. E. Haskell, vice president of the International Paper Company.

In dealing with its advertising problems, the association drafted to come before the convention Harry Dwight Smith, president of the American Association of Advertising Agencies; William H. Johns, of the George Batten Company, former president of the A. A. A. A., and Collin Armstrong, of Collin Armstrong, Inc., New York, chairman of the Four A's newspaper committee.

Mr. Clague's address on eliminating newsprint waste and Mr. Armstrong's on questions related to agency recognition are reproduced in part elsewhere in this issue of Advertising & Selling.

SPEAKERS TACKLE BIG PROBLEMS

Other speakers included E. A. Sherman, associate forester of the Department of Agriculture, on "The Available and Future Supply of Wood Pulp in the United States and Alaska"; H. N. Kellogg, chairman of the standing committee of the A. N. P. A. labor committee, on the labor situation; Walter G. Bryan, publisher of the New York *American*, on "Five-Cent Dailies, Ten-Cent Sundays and Nine-Column Pages"; Colonel Louis Wortham on "Cooperation Between the S. N. P. A. and Other Publishers' Organizations"; Eugene T. A. Anderson, president of the Georgia-Alabama Business College, who is conducting the printers' school for the S. N. P. A. and A. N. P. A. at Macon, Ga., on the work of the school; William A. Thompson, director of the Bureau of Advertising of the A. N. P. A., on newspaper advertising; John G. Wallace, field secretary, United Typothetae of America, on "Cost in the Printing Business"; L. A. Nivens, president of the Southern Farm Papers' Association, on "What the Southern Farmers Are Doing"; Dr. J. F. Jacobs, of Jacobs & Company, Clinton, S. C., on "The Photo-Engraving Problem"; C. M. Palmer on "Evils of Partisan Politics in Newspaper Conduct"; and Governor T. W. Bickett, of North Carolina, who made the address of welcome at the opening session on Monday.

James H. Allison, of the Fort Worth *Record*, retiring president of the S. N. P. A., presided over the convention.

Upon going into session on Mon-

Officers Elected

THE following officers were elected for the 1920–1921 term by the Ashville convention of the Southern Newspaper Publishers' Association:

President, M. E. Foster, publisher, Houston *Chronicle*.

First vice-president, W. A. Elliott, business manager, Florida *Times-Union*, Jacksonville.

Second vice-president, Chas. I. Stewart, vice-president, Lexington *Herald*.

Secretary, W. C. Johns, Chattanooga *News* (re-elected).

day, one of the first things the S. N. P. A. did was to pass a ringing resolution declaring itself firmly opposed to government ownership and operation of railroads and coal mines. This resolution voiced the recognition of the association that the existing shipping tie-up is primarily responsible for the danger of a coal famine and a great factor in the maintenance of abnormally high prices and that it is liable to be productive of demands for a wide extension of governmental authority.

The committees appointed by the president on the opening day were made up as follows:

Resolutions—H. C. Adler, Chattanooga *Times,* chairman; Harry L. Brown, St. Augustine *Record;* C. P. Manship, Baton Rouge *State Times*

Round Table Talks—Harry Giovanelli, Lexington *Leader,* for evening papers and F. C. Withers, Columbia *State* for morning papers.

On Thompson Bill and Adverse Legislation—A. G. Newmyer, New Orleans *Item,* chairman; J. T. Brynn, Richmond *News-Leader;* Major John S. Cohen, Atlanta *Journal.*

Auditing—J. L. Mapes, Beaumont *Daily Enterprise,* chairman; Ray Howard, Witchita Falls; B. H. Peace, Greenville *News.*

Nominating—F. G. Bell, Savannah *Morning News,* chairman; W. T. Anderson, Macon *Daily Telegraph;* J. C. Wilmuth, El Paso *Herald;* John A. Park, Raleigh *Times.*

BUDGET REPORT

In his address before the convention on Monday, Mr. Allison reviewed the progress in organization work made during the past year and pointed to future action necessary to continue and increase the service of the association to its members and, in the long run, to the readers of its members' publications. In bringing up the budget for the fiscal year of 1920, he reported expenses of $5,200 and an income of $4,750, recommending, at the same time, an increase of $5 in the annual dues to cover the deficit and to carry on the association's bulletin service and emergency committee work.

In concluding, the retiring president paid a warm tribute to W. C. Johnson of the Chattanooga *News,* secretary-treasurer of the association.

The most important event outside of the programme of the regular sessions of the convention was the address by Sir Aukland Geddes, British Ambassador, on Tuesday night. This was made in the lobby of the Inn, admission being by card and limited to 500, the capacity of the lobby. On Wednesday evening the publishers and their families again gathered in the Inn lobby to listen to a song recital by Miss Harvard of the Metropolitan Opera Company. A golf tournament and theatrical and dinner parties were added to the social programme of the convention.

ALLIED ORGANIZATIONS MEET

The meetings of the Southern Farm Papers' Association, of the Southern Division of the Associated Press, of the Southern Council of the American Association of Advertising Agencies and of the executive board of the Four A's, took place in conjunction with the S. N. P. A. meeting, the members of these organizations also coming together with the S. N. P. A. members in joint sessions. All of these bodies were represented at the reception to the British Ambassador on Tuesday evening.

By its passing of the 200 mark with 24 to spare, in advance of this convention, the Southern Newspaper Publishers' Association has made a remarkable record for growth in membership in the last eight years of its history. The report of the secretary on the 1912 convention at Knoxville shows that the organization then had forty-two active members, twenty-five of whom attended the Knoxville meeting. At that time Robert W. Brown was president, Victor H. Hanson vice-president and George W. Brunson secretary-treasurer. Even since 1916 the membership increase has amounted to 200 per cent while since last year's convention seventy-two new members have been added to the list.

Efficient Merchandising to Solve Newsprint Problem

By STANLEY CLAGUE
Managing Director, Audit Bureau of Circulations*

JUST BEFORE I left Chicago my attention was called to the conditions revealed in an audit of a well-known newspaper, the name of which I cannot mention, the circulation of which is 30,000 copies daily.

This newspaper, perhaps more than any newspaper I know of, should be vitally interested in the conservation of newsprint because of the high price it is now paying in the open market for its supply, and the precarious condition it is in with regard to future operations.

YEAR'S SUPPLY WASTED

Yet, during the past year, for the period ending March 31, 1920, this one newspaper alone, through a careless method of handling returns, wasted an amount of newsprint equivalent to 2,835,297 eight-page papers; in other words, 183½ tons of newsprint. The wasted paper on this one publication would have enabled a publication with 10,428 eight-pages per day to have existed for a year of 313 issues without the purchase of one pound of newsprint. I believe every man in this convention will agree that such a waste at this time is almost criminal.

Let me say here that this did not occur in the office of any member of the Southern Newspaper Publishers' Association—nor did it occur south of the Mason-Dixon line.

This incident and others like it illustrate the wasteful practices which still remain unchecked, even though the majority of publishers are sweating blood and wondering where the next carload of paper is coming from.

Personally, I have very definite ideas as to the solution of this problem. I believe that the merchandising of newspapers and periodicals is the most glaring example of wasteful merchandising methods in the entire realm of business. Can you point to any other business in the world where the finished product is sold at a lower price than the price of the raw material alone? And, yet, today, there are some newspapers and some magazines—this is particularly true of the North—being sold on the streets for less than it costs the publisher to purchase the newsprint delivered at his back door.

In the craze for circulation, business principle seems to have been lost sight of, and the most lamentable part of the whole thing is not the waste of paper alone but the resort to every conceivable form of journalistic extravagance which may

add a few hundred or a few thousand to the circulation.

SHOULD INCREASE PRICE

I believe one solution of the problem is to increase the price of the newspaper to something near the equivalent of its value. Newspapers that are sold to-day for two cents should be sold for five cents. Sunday papers now sold for five cents should be sold for at least ten cents.

It is true that such an increase would restrict the circulation. But would it not at the same time, to a very large extent, decrease duplication? It has also been asserted that such a decrease in circulation would mean a decrease in advertising rates. I do not believe it. I believe, with my experience as an advertising agent, that an advertiser will more readily pay for a decreased circulation which has increased in quality resulting from an increase in price than he will pay an increase in rate resulting from an increase in circulation due to forced methods.

Last November, as a matter of personal curiosity, the Audit Bureau of Circulations examined the records of a thousand publications—daily newspapers, farm papers and periodicals—and endeavored to estimate the result that would come from a reasonable increase in price and, after making the necessary deduction for reduced advertising volume, our auditors arrived at figures showing that such a process would mean an addition to the income of the publishers of this country of seventy million dollars per year and a saving of newsprint and coated paper of something over four hundred thousand tons a year.

As I have said, these figures were compiled merely from personal curiosity, because I realized that this was a matter solely within the province of the individual publisher. There may be local conditions to meet which would make such a plan impracticable. Therefore, it would be unwise to advocate its general adoption. Nevertheless, as a matter of speculation, it is interesting.

OVER-AMBITIOUS COMPETITION

An increased price, and a careful watch on all forms of waste and the curbing of desire to invade territory not logical or natural to a publication would, over night, if put into effect, release thousands of tons of newsprint.

We have constant complaints in the Bureau from publishers who are obliged to meet the latter kind of competition by publishers from distant points invading home territory, offering bonuses and inducements to obtain this scattered circulation, which often times more than offset the entire amount of money received from this circulation.

By discrediting illegitimate practices in this direction the Bureau is contributing to the best of its ability to the conservation of paper. Sometimes progress is not made as fast as a few publishers would like to see, but it is the constant thought of the Board of Directors of the Bureau to make haste slowly in order that no possible injury shall be done to any individual newspaper by the adoption of radical rules.

Take for instance, the matter of cutting down arrears to six months. I have received many communications praising our stand on this subject and favoring more radical time reductions.

On the other hand, there are publishers who have the opposite viewpoint.

As an illustration: When I appeared before the Senate Committee I urged that the Post Office Department immediately adopt the ruling passed by the Bureau, cutting down recognized subscriptions in arrears from twelve months to six months.

Although this suggestion was apparently received with favor both by the Senators and by certain officials in the Post Office Department, nevertheless, because of pressure exerted by publishers who desire to keep on giving their papers way free for twelve months, nothing has been done.

WASTE IN SOUTH

I hope eventually the day will come when a three months' ruling will apply not only to the newspapers but to magazines and all other forms of publications. When that day arrives, thousands of tons of newsprint which is now being sent through the mails for which never a cent will be received, will be saved and used for productive service.

It should be a cause of gratification to the southern publishers that, although when the Bureau was first established the loudest protest against the establishment of the rule cutting off all circulation in arrears over one year came from the South, to-day the Southern publishers are stronger for the elimination of waste in this direction than the publishers in any other section.

The South has led in these reforms. It has been most eager to carry into effect these corrective measures, as is shown by a larger proportional membership in the A. B. C. than any other section.

There is still room for improvement.

I have examined the working papers of the audits for the year past of ninety-five publications which are members of the Southern Newspapers Publishers' Association. During this period these publishers purchased 268,179,857 pounds of newsprint—or 134,090 tons. Out of this amount of paper there was lost in waste 29,767,048 pounds or 14,883 tons.

This represents 11.1 as the percentage of waste, part of which, of course, is legitimate.

We believe that this total of 11.1 per cent waste could, over night be cut down to 6 per cent, so that a saving of six or seven thousand tons of paper in the offices of these ninety-five publishers alone could be effected.

In other words, figuring the paper at a market price of $200 a ton, it would mean a saving of nearly $1,250,000.

* From an address delivered by Mr. Clague before the Convention of the Southern Newspaper Publishers' Association at Ashville, N. C.

Pertinent Questions to Publishers

COLLIN ARMSTRONG DISCUSSES THE ATTITUDE OF THE FOUR A'S NEWSPAPER COMMITTEE*

MY FIRST question, and I have always been taught that the most effective way to start a discussion is by asking questions, may savor of antagonism but that is furtherest from my thoughts. I ask: Why do not newspapers practice what they preach? Since the war broke out, newspapers, almost as a unit, have been preaching thrift. Why don't they practice it? The popular conception of the word "thrift" is "saving," but can you save anything if you don't earn it? And how can you earn anything if your efforts are not in accordance with common-sense, business-like methods of procedure? Are you earning all you can when you discriminate against some of your clients by accepting business from others at a lower rate than you charge those who accept your rate card as the last word as to price? How do you expect to make money on all of your advertising business when you charge one client your full schedule rate, so that the agency he has retained to help make his ad-

vertising a success, may be rewarded for its efforts, and, at the same time, give the direct advertiser, who performs no agency service for your benefit, a concession from your published scale of prices? I leave it to you if this practice is not unjust to every advertiser who pays you your full rate and unjust to yourselves and those who are associated with you in the business of producing a newspaper.

AGENCY RECOGNITION

Now let us tackle another big problem—that faced by the publishers in deciding upon their policy with regard to agency recognition—again starting off with a question.

Why don't the publishers exercise the same discrimination in recognizing agencies that they do in employing solicitors? I don't believe there is a man present who would employ a solicitor, and give him carte blanche to go out and make whatever concessions he saw fit to advertisers down to the agency net rate of the paper or even less. Why do you let some one else do it, whose activities and principles, or rather lack of principles, you do not control? There are enough good agencies in the country to handle all the business that is offered; if not, help to create them by recognizing only those that are substantial financially and that you are confident will use the money they earn to develop business for you rather than bring your paper into disrepute by cheapening its price and giving no service worthy of the name to help make the advertiser's money earn something for him.

THE FOUR A'S STAND

In speaking on this subject, let it be distinctly understood that the American Association of Advertising Agencies does not wish to curtail in the slightest degree the creation and developing of advertising agencies, worthy of the name, and capable of functioning according to modern standards of efficiency and ethics. It wants to help all of that character and welcomes agencies of that type to its roster. But it does deprecate the encouragment by publishers of agencies that are simply copy-chasers, free publicity pirates, are a disgrace to the profession; are, in the long run, profitless to publishers; and whose activities retard and destroy advertising.

The chief objectives of the present endeavors of the Four A's Newspaper Committee are as follows:

1. The establishment and maintenance of one price by publishers by discontinuing concessions to advertisers who place their business direct.

2. The elimination of so-called camouflaged "house" agencies.

3. The elimination of the absolutely unqualified agencies, the standards of service of which are neglible, and which exist to the great detriment of advertising by chasing copy, cutting newspaper rates, stealing free publicity and endeavoring in manifold ways to beat publishers.

We know from experience that 99 per cent of the deviations from strict business procedure in newspaper advertising result from advertisers and agencies playing one paper against the other. There is no excuse for the single paper in a town making concessions but, where there are two or more of you in competition, fight on as merrily as you wish between yourselves. When an outsider butts in with a view of corrupting one of you, however, be like the fighting Irishman and his wife—turn upon the common enemy and send him home with his head under his arm and his tail between his legs like a whipped cur. Then go on and fight between yourselves as much as you like.

*From a talk by the chairman of the Newspaper Committee of the Four A's before the S. N. P. A. Convention.

Discussing Posters and the Press

(*Continued from page* 18)

present topsy-turvy times, with buyers on their knees begging for goods or advertising space, may seem to controvert this principle, but a principle continues to exist although it may, at times, be concealed by circumstances. It remains true that the good will existing in the business of any producer or seller is in truth the good opinion of the consumer of his product or stock-in-trade.

Producers and salesmen of advertising space are bound by this law, and the more efficiently they serve the advertiser the greater will be his consumption of space. Remember that the fox gained nothing by tricking the stork.

Will Manufacture Sheridan Cars Soon

Production of General Motors Corporation's newest passenger car line—the Sheridan—is about to get under way on a small scale at Muncie, Ind. By August 1 it is expected that the plant will be well started on the way to a production of at least 3,000 cars during the balance of this year.

Within the next two years approximately $5,000,000 will be spent on reconstruction and additions to the T. W. Warner Company and Inter-State Motor Company plants at Muncie where Sheridan cars are being manufactured.

The Sheridan line which will comprise a four-cylinder model selling at about $1,500 and an eight-cylinder model to sell at $3,000, will help to fill a popular demand for cars of this class. As an evidence of the demand for medium priced automobiles is cited the fact that while about 700 Buick cars are being turned out daily, back orders run into the thousands.

Sales of American Luxuries $8,710,000,000

According to figures which have just been made public by the government, the American public spent $8,710,000,000 last year for goods which, though classed as luxuries, have come to be regarded as necessities.

Tobacco heads the list of the goods included on the itemized "luxury bill," with total sales well in excess of $2,000,000,000, cigarettes alone being responsible for an expenditure of $800,000,000. The nation's candy bill is in the neighborhood of $1,000,000,000 a year. Automobiles cost $2,000,000,000, while soda water and soft drinks run up to the tidy sum of $350,000,000, and chewing gum sales amount to $50,000,000. Furs add $300,000,000 to the account and perfumery and cosmetics more than double this. Carpets, rugs, expensive clothing—"expensive" insofar as the provisions of the luxury tax are concerned—music, phonographs, pianos, records and piano-player rolls, go to make up the other $5,000,000,000.

While a number of "economists," both literal and figurative, will maintain that these entries show that the American buying public is headed for the rocks, avers the *Retail Public Ledger*, they are a clear indication of the size of the nation's pocketbook and the increased scale of living which has come into vogue within the last few years. It is a certainty that this tremendous expenditure cannot last, but, on the other hand, the public is not going to relinquish its pleasure-spending without a struggle.

Fairbanks Sales More Than Double

Fairbanks Company, of Boston, sales for June were $2,279,848, compared with $1,138,652 a year ago. For the six months to June 30, sales were $12,126,518 as against $5,859,453 for the same period 1919.

American Wholesale Corporation Sales

The American Wholesale Corporation reports sales of $10,018,099 for the six months ended with June, an increase of $5,097,886, or 36.54 percent, over that period in 1919. Sales for the month of June were $2,311,055, a gain of $28,745, or 1.24 percent, over June of last year.

Miller Rubber Sales Increase 63⅓ Percent

Sales for the six months ending July 1, according to the Miller Rubber Co., Akron, Ohio, have marked an increase of 63⅓ percent. It is estimated that the 1920 business will total $50,000,000.

England Uses Most American Typewriters

In the exportation of typewriters from the United States in 1919, the greatest amount, $3,071,368, was taken by England, and France was second, with $2,686,177. The total exported was valued at $17,301,118.

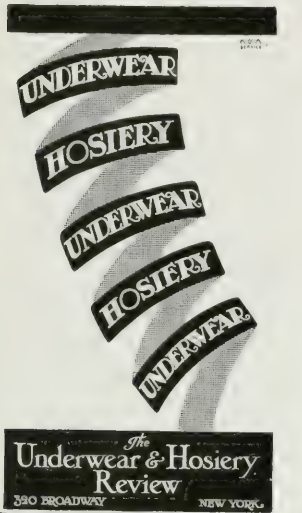
Curtis Publications and "Literary Digest" Increase Agency Commissions

The Curtis Publishing Company, Philadelphia, and the *Literary Digest*, New York, announced this week to recognized advertising agencies that beginning this fall commissions would be increased 2 per cent.

A commission of 15 per cent and 2 per cent cash discount will be started with September, 1920, by the *Literary Digest* and in October, 1920, by the Curtis Publications. Under the 13 per cent rate the cash discount of the *Literary Digest* was 3 per cent.

Pilot Motor With Keeley Co.

The Pilot Motor Car Company, of Richmond, Ind., has placed its advertising with the Martin V. Kelley Company, Toledo, Ohio.



The Underwear & Hosiery Review
320 BROADWAY NEW YORK

Ruthrauff & Ryan
INCORPORATED
ADVERTISING
404 Fourth Ave. at 28th St., N. Y.
Chicago: 30 N. Michigan Blvd.
Baltimore: 209 N. Liberty St.

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.
POSTAGE · 18 East 18th St., New York City

We specialize in house to house distributing of
Advertising Literature and Advertising Samples
We solicit your account.
JAMES T. CASSIDY
206 No. Front St., PHILADELPHIA, PA.
Write for our paper "FACTS."

Binney, Traffic Truck Advertising Head

Millard S. Binney has been made advertising manager of the Traffic Motor Truck Corporation of St. Louis, Mo., according to announcement by Harry H. Hawke, general sales manager of the company. He fills the place left vacant by J. Albert McCollum, who is now assistant general sales manager. R. Jackson Jones, who has been Mr. Hawke's assistant for the last nine months, has been made European representative of the company and is opening headquarters in London. Expansion of foreign trade caused these changes, officials of the company say, and an extensive foreign campaign is under way.

Joins "House Furnishing Review"

Arthur E. Francis, formerly of *Electrical Record*, has joined the advertising staff of the *House Furnishing Review*, New York, taking over the Eastern territory for this publication.

Chicago Agency Gets Motor Account

Sweet, Thompson & Phelps, Chicago, advertising agency, has secured the account of the Bradley Motor Car Co., Cicero, Ill.

G. A. Nicholas Publishing Co. Started

The G. A. Nichols Publishing Co. according to a report from Massachusetts, has been organized at Springfield, with a capital of $300,000. Among those mentioned as being associated with the new company are: Henry A. Bowman, H. C. Gibbons, Edwin C. Spear, Elisha H. Brewster and C. A. Crocker, president and treasurer of the Crocker-McElwain Co.

Ladies' Wear Account For Hubbell

The Mutual Garment Manufacturing Co., Cleveland, makers of ladies' and misses' coats and suits, are about to begin an advertising campaign for the sale of garments direct to the wearer. Women's magazines will be used generally. The advertising account has been placed with the House of Hubbell, Cleveland.

Export Managers Club At Bridgeport

The Export Managers' Club of Bridgeport, Conn., was organized at the University Club in that city, on July 1. It consists of the export managers of twenty-one of the large factories in Bridgeport, and they have decided to limit the number, for the present, to twenty-five active members for round table discussion. As many associate members will be admitted as it is found possible to accommodate at the meetings.

Officers were chosen at the second meeting, July 15, as follows: Robert M. Eames, export manager, the Bryant Electric Co., president; John J. Conway, export manager, Acme Shear Co., vice-president; and Harold W. French, export manager, Bridgeport Hardware Mfg. Corporation, secretary and treasurer.

Christian J. Diereckx, export manager Bridgeport Brass Co., and Charles F. Holcomb, general sales manager, Canfield Rubber Co., were chosen as additional directors.

Active membership is limited to export managers or individuals responsible for export sales in companies which have no export manager. It is also limited to manufacturers.

The club has already proven its value to a number of establishments in Bridgeport, which are somewhat new at exporting. They have the benefit of the experience and advice of some of the oldest exporters in the country. It will be remembered that the Singer Mfg. Co., a pioneer in exporting, as well as the Warner Bros. Co. (corset manufacturers), the Union Metallic Cartridge Co., and Remington Arms & Ammunition Co., the American & British Machine Gun Co., the Lake Torpedo Boat Co., the Crane Valve Co., the Columbia Graphophone Co., the International Silver Co., the American Chain Co., the Bullard Machine Tool Co., the Raybestos Co. and the American Tube & Stamping Co., all have large factories at Bridgeport.

Mahon, "Cracker-Jack" Assistant Advertising Head

J. R. Mahon, formerly advertising manager of the Williamson Heater Co., Cincinnati, has been appointed to the position of assistant advertising manager with Rueckheim Brothers & Eckstein in Chicago.

John A. Sleicher Seriously Ill

John A. Sleicher, editor-in-chief of *Leslies' Weekly*, and president of the Leslie-Judge Company of this city, is seriously ill at his home in Albany. He has been in bad health for nearly a year and last autumn suffered a severe nervous breakdown, from which he later partially recovered. Mr. Sleicher, who is 71 years, has been an active journalist for many years, serving in various editorial and executive capacities on newspapers in Troy and Albany, and also in this city. For a time he was editor-in-chief of the *Mail and Express*.

Walter Stiles Hoyt Dead

Walter Stiles Hoyt, one of the leading figures in the leather industry in this country, died recently in Roosevelt Hospital, after a short illness. He was forty-seven years old.

Mr. Hoyt was president of the Central Leather Company and the United States Leather Company

Joslyn Co. Advertising With Kling

The advertising account of the A. D. Joslyn Co., Chicago manufacturers of time stamps, has been secured by the Leroy H. Kling, advertising agency, also of that city.

Frederick F. Cutler Dies

Frederick F. Cutler, publisher of the *Shoe and Leather Reporter* and the *Shoe Retailer*, which were known as the Cutler publications, died on Friday of last week at his home in Newton Center, Mass.

Howland and Howland Appoint Stevens

Howland & Howland, publishers' representatives, have appointed Berry Stevens as manager of their Chicago office.

"GIBBONS KNOWS CANADA"
MONTREAL TORONTO WINNIPEG

Curtiss Buys Hazelhurst Field

The Curtiss Airplane & Motor Corporation, of which John N. Willys is president, has purchased Hazelhurst Field from the Hempstead Plains Company. The government formerly had a lease on the field, and used it during the war as a training ground for aviators. The field comprises 135 acres, and the purchase included the hangars and buildings.

The Curtiss company will use the field temporarily for experimental and manufacturing purposes. The Buffalo plant will be abandoned, it is said, and Hazelhurst Field, which will be known as Curtiss Field, will be the main headquarters of the company.

Artemas Ward Sole Owner of Ideal Chocolate Co.

Artemas Ward, head of the New York advertising firm of Ward & Gow, is now the sole owner of the Ideal Cocoa & Chocolate Company, of Lititz, Pa., he having recently purchased the minority interest of H. A. Cuppy, thus ending the litigation in which the company has been involved.

Charles E. Atkinson, president, and William B. Nesbitt, vice-president, will continue the management of the company, with W. H. Muth, as factory superintendent.

Gulliver to Study English Trade

The American International Publishers, Inc., has sent Harold G. Gulliver, editor of *El Campo Internacional* and *The Field Illustrated* to Europe to study the foreign trade of Great Britain, particularly in relation to the South and Central American republics. Mr. Gulliver sailed on the *Imperator*, July 15 and will return about November 1.

Arthur Smith Leaves Sherman & Bryan

Arthur N. Smith, has resigned from Sherman & Bryan, Inc., New York, to join the Chatham Advertising Agency, specializing in the advertising of products which appeal to women. Mr. Smith was formerly in charge of advertising for Oppenheim, Collins & Co.

Sales Promotion Head Goes Abroad

E. A. Hart, whose resignation as sales promotion manager of the Willys-Overland, Inc., was announced last week, will sail for England on July 24 on special work for the John N. Willys Export Corporation.

Chicago Man Publishes Georgia Paper

Andrew J. Sitton, recently connected with the Hearst publications at Chicago, is now publishing the Elbert County *Times* at Elberton, Ga.

Grapola Advertising With Rankin Co.

The Grape Ola Products' Corporation, New York, manufacturers of a beverage concentrate known as Grapola, has placed its advertising with the Wm. H. Rankin Co.

"Bill Boards a Service to the Community"

R. W. Scott, of the International Alliance of Bill Posters and Billers of the United States and Canada, in addressing a convention of that organization at the Hotel Claridge, New York, last week said:

"Billboards and the bill posters perform a real service to any community by enabling a merchant to tell the public about his wares in a way that he cannot do through any other medium of publicity. Bill posters are required to obtain the consent of the owner of property before they are allowed to put up signs, and as long as we keep within the law by so doing we are doing no one an injury."

During the convention it was disclosed that the membership increased 63 per cent since the last convention in 1918. President P. F. Murphy of Chicago presided.

A House Organ Association

The Association of Magazines of North America, with offices in New York, has been organized with Bruce H. McClure as president. This association is composed of the publishers of employes' magazines, organs for salesmen and general house organs.

New Advertising Firm

Woods National Sales Company has been incorporated in New York with a capital of $100,000 for the purpose of advertising. L. I. Barst, C. F. Brooks and J. G. Woods, Hotel Pennsylvania, are the incorporators.

New Sales Head for Jordan Piano

George Hubert, engaged in sales work in the music trade in New York for a number of years, has been appointed general sales manager of the Arthur Jordan Piano Co., Washington, D. C., to succeed Frank Kimmel, who has joined the sales forces of the Foster-Armstrong Co., Rochester, N. Y.

Holmes to Direct Phonograph Sales

Everett H. Holmes, eastern sales manager for the Hobart M. Cable Co., La Porte, Ind., has been made sales manager for the Remington Phonograph Corporation, New York.

Page & Shaw Open London Plant

The Page & Shaw Company, candy manufacturers, has opened a London plant under the name of Page & Shaw, Ltd., of London.

Joins "Vogue" Advertising Department

Francis M. Field-McNally has become connected with the advertising department of *Vogue* in New York.

Martin, Hamilton Motors Sales Head

A. L. Martin has left the Four-Wheel Drive Co., to become general sales manager of the Hamilton Motors Co., Grand Haven, Mich. Martin has been in the automotive industry for 16 years, having been associated with the Cadillac in New York, the Rolls Royce and the General Tire & Rubber Co. before coming to his previous position.

Lange Has Kodak Account in France

This year again, as has been the case since 1912, the Kodak Co. have appointed M. Geo. Lange as their advertising adviser and agent in France. M. Lange has been entrusted with the carrying out of quite a considerable publicity campaign for Kodak. M. Lange is acting, too, as advertising adviser in France for the British Government (Disposal Board), and for Kalamazoo, Burroughs Adding Machine, George Borwick & Sons, Harris & Sheldon, John L. Shannon & Son, Icilman, and J. J. Colman, in addition to his work for many French firms.

GOTHAM STUDIOS INC[D].
111 EAST 24TH STREET
New York

Those advertisers who want art work that is a departure from the ordinary will find in *Gotham* a service which makes it a point to give a little more than is expected.

Martin Ullman
Managing Artist

"Gotham for art work"

Good. Better. Best.
Never let it rest;
Till the Good is Better
And the Better Best.
Copyrighted

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

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July 24, 1920

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Calendar of Coming Events

July 26-31—Merchandise Exhibit, Grand Central Palace, New York.

July 26-27—Annual Convention, Organ Builders' Association of America, College of the City of New York.

August 4-5—Convention, Washington State Retailers' Association, Spokane, Wash.

September 14-16—Annual Convention, Outdoor Advertising Association, Cleveland, Ohio.

October 6—Annual Convention National Association of Electrical Contractors and Dealers, Baltimore, Md.

October 11-13—Annual Convention National Association of Purchasing Agents, Chicago.

Larkin Heads Industrial Relations Body

J. M. Larkin, assistant to President E. G. Grace of the Bethlehem Steel Company, Bethlehem, Pa., has been elected president of the Industrial Relations' Association of America unanimously.

Mark M. Jones, director of personnel of the Thomas A. Edison Industries, whose resignation as executive secretary was received and accepted to be effective September 15, at the latest, was elected vice-president. A change in the constitution of the organization is being planned to allow the election of six other vice-presidents, each one of whom will be assigned to a specific territory.

F. C. Parker, executive officer of the Central Y. M. C. A., Chicago, and secretary of Chicago Council, Industrial Relations' Association of America, was re-elected secretary for the second time. W. H. Winans, of the Union Carbide & Carbon Company, New York city, was elected treasurer. For the present the administrative offices will remain at Orange, with E. A. Shay, the assistant secretary of the association, in charge. A meeting of the board of directors will be held in Buffalo on July 30 to formulate a programme for the coming year and to elect a successor to Mr. Jones.

Creditors Take Clothing Firm

Bauman Clothing Corporation, manufacturers of "wearpledge" boys' clothing at Springfield, Mass., with New York offices at 110 Fifth Avenue, has been taken over by its creditors, according to *Daily News Record*. The company's assets are placed at $2,680,814, including $2,000,000 worth of merchandise, and liabilities at $2,300,000.

Sales from October 1, 1919, to July 1, were $904,456, but since April 1, $399,504 worth of merchandise has been returned or cancelled. Among the large creditors, some of whom are secured, are: American Woolen Co., $888,000; Irving National Bank, $150,000; National City Bank, $200,000, and Harriman National Bank, $50,000.

It is reported that approximately $80,000 is owed for advertising.

Cheyenne (Wyo.) "Tribune" Buys "State Leader"

The Cheyenne (Wyoming) *Tribune* has purchased the *State Leader* in that city, and hereafter both will be represented by the E. Katz Special Advertising Agency, New York.

Fox Film Appoints Moses

Vivian M. Moses has assumed the direction of the departments of publicity and advertising for the Fox Film Corporation, New York.

Graham Vreeland Dead

Graham Vreeland, owner and publisher of the *State Journal* at Frankfort, Ky., died of apoplexy in that city on Thursday of last week. He was 40 years old.

Drysdale to Handle Lincoln Advertising

K. P. Drysdale, who recently joined the advertising agency of Brooke, Smith & French, Detroit, is to act as special advertising counsel for the Lincoln Motor Company, new account of that agency.

The Medium Which Reaches All Virginia and North Carolina—THE POSTER



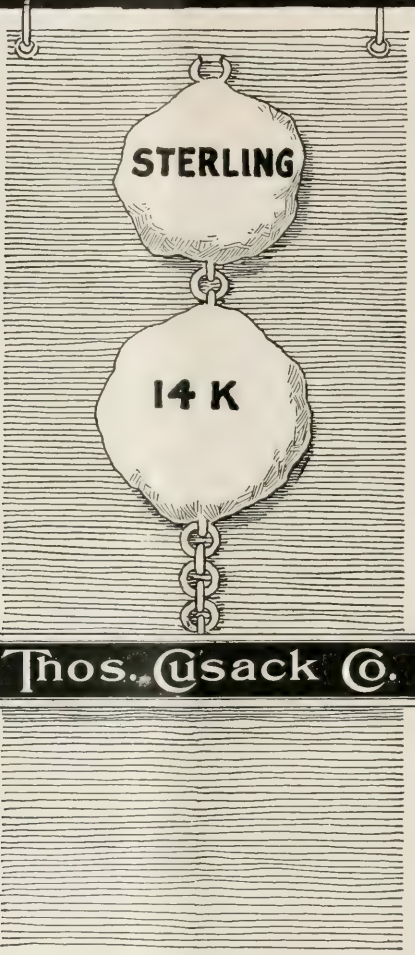
Advertisers who delay entering contracts for Poster displays covering next year well in advance will surely be disappointed

DIXIE POSTER ADV. CO.
INCORPORATED

Class AA Service

14-16 South Seventh Street RICHMOND, VIRGINIA

Marks that indicate Worth–Character and Quality



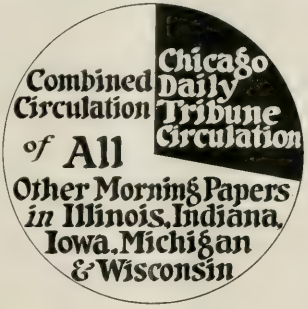
Chicago **Thos. Cusack Co.** New York

10 Cents The Copy $5 The Year

Advertising & Selling

JULY 31, 1920

Largest Morning Circulation in U.S.A.



More than one-fourth of all morning papers printed each day in Illinois, Indiana, Iowa, Michigan and Wisconsin are Chicago Tribunes. The combined circulation of all other morning papers in this rich territory [with double the population of all Canada] was 1,117,344, according to latest reports. The Circulation of The Chicago Daily Tribune is in excess of

450,000

Write for The Chicago Tribune's
1920 BOOK OF FACTS



"This Return-Card Idea is a Winner"

"Perforated right into a corner of the broadside! Why, that's so inviting that an examination of the broadside doesn't seem complete until you tear off the card and mail it."

A POST CARD perforated into the corner of a direct-mail piece has been proven unusually efficient. Besides, it cuts the cost of an extra run for separate cards.

When Foldwell is used, perforated cards do not damage the broadside, for Foldwell resists cracking even when punctured with holes.

Its long, strong fibers make Fold-well an unusually good paper for this use. Even under the strain of double mailing it will preserve the freshness and effectiveness of your literature. Foldwell Coated Papers are made in Book, Cover, and Writing. Send for our booklet "Illustrating the Sales Letter."

CHICAGO PAPER CO., Manufacturers
828 S. WELLS STREET CHICAGO, ILL.
Nationally Distributed

FOLDWELL

COATED WRITING
COATED BOOK
COATED COVER

Start
Your Southern Campaigns
in
New Orleans

An Active Buying Market

Dealers alive to advantages of handling advertised products.

Residents of city responsive to advertising.

Reach the Vital Prosperous Field-The City Proper

use

New Orleans States

Large Circulation Concentrated in the City

Suburban New Orleans is too limited and scattered to economically merchandise and advertise to.

The city circulation of *The New Orleans States* will produce quick, more profitable returns at a lower cost.

Want More Information? We'll Gladly Furnish It.

WRITE [signature] ADVERTISING DIRECTOR

New Orleans STATES

EVENING SUNDAY

ADVERTISING & SELLING, JULY 31, 1920

30th year. No. 6. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1870. Price 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City

The Standard Group

Offers the advertiser a selective circulation; it reaches *better-than-average* farm homes.

It goes to the leading breeders, the representative dairymen, and the most successful general farmers.

It has led its readers to greater production and larger earnings.

It has quickened their desire for comforts, conveniences and refinements.

It has helped them to keep their standards of living abreast of their increased income.

It permeates all agricultural America through its 1,150,000 subscribers. Their example of farm practice and farm life sets the pace for each community.

Sell a standard farmer and you sell his neighbors, too.

THE STANDARD FARM PAPERS

The Breeder's Gazette
Established 1881

Wallaces' Farmer
Established 1895

The Ohio Farmer
Established 1848

The Wisconsin Agriculturist
Established 1877

Prairie Farmer, Chicago
Established 1841

Pennsylvania Farmer
Established 1880

Progressive Farmer
Established 1886
Memphis, Dallas
Birmingham, Raleigh

The Michigan Farmer
Established 1843

Pacific Rural Press
Established 1870

The Farmer, St. Paul
Established 1882

Hoard's Dairyman
Established 1870

The Nebraska Farmer
Established 1859

Western Representatives
Standard Farm Papers, Inc.
Conway Building, Chicago

Eastern Representatives
Wallace C. Richardson, Inc.
381 Fourth Ave., New York City

All Standard Farm Papers are members of the A. B. C.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising — Established 1891

J. M. Hopkins, President;
H. B. Williams, Vice President;
William B. Curtis, Treasurer;

ADVERTISING & SELLING CO., Inc.,
471 Fourth Avenue, New York, N. Y.
Telephone, Madison Square 1765

M. F. Duhamel, Managing Editor;
Ralph B. Smith, Associate Editor;
George Roosevelt, News Editor.

30th Year | JULY 31, 1920 | Number 6

Lets Cut the Waste Out of Advertising

Not by Smaller Appropriations, But by Closer Co-operation Between Dealers and National Advertisers

By HERBERT EVERETT

NEARLY fifteen years ago I heard James J. Hill, the railroad king of the Northwest, give voice to one of his rough-and-ready epigrams in an address before a body of Chicago business men, that has stuck by me ever since. He said, "The big problem of business is to get it from where it is to where it ought to be." Self-evident and trite, if you will, but none-the-less pungent in expansion.

He pointed out that business divides naturally into three general groups of effort—namely, production, distribution, and consumption. He went on to show that the problem of production was practically solved; that, as a nation, we had developed industrially to the point where we could produce economically anything that the public could and would use. Also he went on to show that the public, through the efforts of salesmanship and of advertising, was on an ascendant movement in the scale of living to such a degree that the consumption of the products of industry was no problem at all.

DISTRIBUTION FACILITIES

But, he said, it was in the distribution group where we had a real problem—where we had our work cut out to bring the manufacturer and the consumer closer together, and reduce the costs of distribution. He conceded that we know pretty well how to sell what we produce, but he would not admit that the selling was done economically. He proudly pointed to the fact that transportation was meeting the needs of production and consumption with its highly efficient net-work of railroads covering the country. (He didn't bring into this consideration the motor truck, which, since then, has developed into the highly efficient means of transportation that it is today).

He left his hearers with the feeling, however, that, while the railroads might improve, from point of view of greater economies and efficiency, salesmanship and advertising must improve greatly in order to justify their existence. That was more than ten years ago. Since then a great war has upset all calculations and plans of commercial progress; and the nearly two years that have passed since the war, have put us back practically into the same position of which James J. Hill spoke so long ago. The problem then is the problem now—only more so.

The problem "to get it from where it is to where it ought to be" is far from being solved from the economic standpoint. And economy is the need of the hour. The railroads, aided by the motor truck, will rapidly get back to the efficient condition of which James J. Hill spoke with pride. Production, too, is stepping lively and, notwithstanding the labor problem, will relatively soon be back to an approximation to normal. Over-consumption and public extravagance is but a psychological condition and is nearing adjustment. But in salesmanship and advertising there is still too much wastage—still too much precedent in practise—still too much of yesterday in today's business—with all too little effort to remedy the condition.

Moreover, it is very apparent that there is not a complete coordination between the three elements that James J. Hill enumerated—production, distribution, and consumption—but the lost motion is unquestionably mostly in the field of distribution, and more particularly in that of salesmanship and advertising. Notwithstanding the present condition of the railroads.—which is but a transitory phase of reconstruction after the war—the railroads are not at fault for the great wastage apparent in distribution. The railroads, as well as the motor truck, which is a growing and economic factor in transportation, are meeting their share of distribution with growing success, and we can lay at their door but little of the high cost of distribution.

WASTAGE IN SELLING

The same cannot be said of salesmanship and advertising. Here we are confronted with wastage that bears not so much relation to cost as an independent factor, as to expense resulting from inefficient and incomplete methods. These two factors have not shown the same constructive progress since the war that the importance of their positions, in relation to the supplying of the nation's needs, warrant them in developing.

Of salesmanship, considered apart from advertising, I have little to say except that it has developed its particular mode of effort with singular skill. But when it is considered as the special partner of advertising, its work is not as efficient as it might be; for its activities in relation to the activities of advertising are not fully and economically as efficient and effective as they should be.

To be specific, there is not the

close cooperation between salesmanship and advertising that economic results demand. There may be concerns—and there no doubt are isolated examples which, by contrast, make the general condition more apparent—in which salesmanship and advertising work as harmoniously and cooperatively together as the glove and hand; but these concerns, at most, are few in number and, I believe, still in just that formative period which not alone allows for large improvement, but demands a more emphatic forward progress.

The fault for this condition lies with advertising as well as salesmanship. Salesmanship is so highly specialized and individualized that even still there are salesmen (I use the word in its generic sense) who work either independently of advertising, or with it only under compulsion and not with the full, free spirit of cooperation. There are sales-managers who still look upon advertising in almost the narrow sense of 20 years ago; who use advertising—if they are in position to dictate advertising policies—but grudgingly or only indifferently.

As a result of this attitude how many concerns are there, for example, that are sporadic instead of consecutive advertisers? How many concerns load up their dealers with goods and give them as little efficient advertising and merchandising support and cooperation as they can "get away with?" How many concerns put forth any effort to make their national magazine advertising—except, perhaps, where they use little dribbles of local newspaper advertising—lead straight into the dealer's store.

ADVERTISING NOT ALL-SUFFICIENT

Of course, advertising itself is really at fault. The advertising man (and I use this term also in its generic sense) has chosen largely to disregard sales policies, salesmanship, and merchandising. He has come to look upon his profession and its specific art as sufficient unto itself. He has talked with great facility about advertising creating "consumer demand," when, as a matter of fact, he would be more accurate in calling the result of advertising "consumer acceptance"; for, except in very small percentages, the consumer is far too inert to express a preference, let alone a demand, for any particular trade-marked article. The advertising man has argued, and continues to argue, that this co-called consumer "demand" created by national advertising alone will move the goods from the dealer's shelves. He has chosen to ignore or has overlooked both salesmanship and merchandising in relation to advertising.

That his argument is only a half truth is apparent on analysis. Except in very rare instances among small percentages of the possible buyers of any given article, this "demand" has not risen above a mere "acceptance" of the goods. The success of any national advertising campaign cannot be attributed to national advertising alone. The real truth of the matter is that the dealer is the key to the situation. A national campaign, no matter how effectively prepared and placed, cannot be resultful without the cooperation of the dealer.

A close analysis of any successful advertising and selling campaign will disclose that "consumer acceptance" of the goods has been created —nothing more—and that the dealer has been persuaded that the advertising has created for him a new field of sales. In the past, a large amount of educational work has been put into the idea of leading the dealer to believe that national advertising—particularly if it is backed up by local newspaper advertising, and still more particularly if it is possible to add the dealer's name and address to this advertising—is the real salesman of the goods and is bringing new customers into his store. As a result, salesmanship found it relatively a simple matter to stock up the dealer, and the dealer has found it convenient and profitable to push the goods thus advertised.

It might be well here to interpellate that just as the war has upset all avenues of business, so has it upset the dealer's point of view towards national advertising. Before the war the dealer had been taught to believe in national advertising—and to a large extent he did;—and one by one the various trade-marked goods were advertised onto his shelves. Year by year he continued to remain a dealer in advertised brands of goods. To a large measure, he became a dealer proud of the fact that he pushed advertised goods.

DEALER DISTRIBUTION DISLOCATED

Then came the war and the utter dislocation of dealer distribution. Under-production made it impossible for any dealer to remain loyal to the goods he had carried. Sheer necessity compelled him to sell whatever goods he could secure. The result was, when the war ended and production was being resumed, that manufacturers discovered that all the work of advertising and salesmanship had been undone and that they would have to rebuild their dealer organizations. At this point, the advertising man assured the manufacturer that national advertising, having succeeded before, could repeat the success.

We must be honest with ourselves and admit that after nearly two years of national advertising since the war, dealer organizations, as a whole, are as little re-organized as at the beginning. The reason for this is very obvious. The dealers of the country are confused by the mass of national advertising. They see that every manufacturer is trying to win them over. The dealers are not alone confused; they are slightly suspicious. They are in about the same frame of mind as labor is—sure of themselves and very independent. They believe that they can sell goods that are not nationally advertised—and they are doing it.

This new condition, brought on by the war, makes it absolutely necessary for the advertising man to find an immediate solution,—for the solution properly belongs to him. The last nearly two years has demonstrated beyond any doubt that old methods will not do. The advertising man must use all his enterprise, ingenuity, and skill to solve the problem for the manufacturers of this country—namely, the cutting out of wastage in salesmanship and advertising, the co-ordination of salesmanship and advertising, the development of dealer morale or confidence in advertising, and the introduction of merchandising methods into advertising effort.

One of the greatest faults in advertising is that it knows so little about merchandising. The word merchandising comes readily to the mind and to the speech of the advertising man, but, with few exceptions, he does not know specifically all that merchandising means and how it will make his advertising more effective. True, he knows enough of it to "merchandise" his advertising to the dealer, but he does not know merchandising from the standpoint of either the sales-manager or the retail merchant.

Now what is merchandising? In general terms, it is the application

(*Continued on page* 43

Jobbers' Coffee Advertising Wins Big Sales

Premiums Featured In Such Manner That With 114 Per Cent Returns, the Whole Is Yet To Be Learned

By HAROLD HALSELL
Advertising Manager, Williamson-Halsell-Frasier Co., Oklahoma City

COFFEE is the product the merchandising gods forgot. Coffee looms out singularly alone, crying: "Beware—I am difficult to market—few merchandisers know me, and fewer still have given me my true place in the "sales sun."

But when you read of a wholesale grocer's advertising campaign which secured a 114 per cent gain in sales in 1919 over 1918, and which in 1920 is on the high road to even greater success, you will learn that coffee, although a thorn in the flesh of many, can be, and is being made, a cup of happiness for the privileged few. Privileged few? Yes, privileged few, for there are not many merchandising and advertising men to-day who really understand the marketing of coffee.

Hence, as a preface to the details of this wholesale grocer's campaign, the writer has some fundamental things to say about the marketing of coffee, which, for the most part, are customarily overlooked.

SOME MARKETING FUNDAMENTALS

First of all, who should roast and market coffee? Manufacturer? Jobber? Retailer? Let us eliminate the retailer right now. With rare exceptions, he lacks the capital to finance a modern coffee plant and the subsequent marketing of its product. It is a special field, and among the multitudinous products that adorn his shelves, the retail grocer does not have time to be very special about any of them. If he "manufactured" and marketed coffee under his own brand, he would have time for nothing else. He would cease to be a retail grocer. No, the function of the retailer is to stock and sell coffee, but its production must be left to someone else.

Let us consider the manufacturer who aspires to market a brand of coffee nationally. He can do it after a fashion. It is being done after a fashion, but not in anything like the fashion of those manufacturers who make products of the "food family," such as jelly powder, syrup, breakfast food, baking powder, cocoa, pancake flour and many others which have won national repute due to right selling and advertising methods. Think this over. You will see the truth of it. There is at least one brand (many times a half dozen) of baking powder, pancake flour, syrup—not to mention other food products which are common sights on the shelves of retail grocers in every lane and by-street of the country but there is no single brand of coffee which rests on such a firm foundation.

Coffee is a product of universal consumption. It is found on most every dining table. Why has not some great national organization put coffee where one finds syrup, pancake flour and baking powder, backed as they are by such organized selling and advertising that no obstacles in the channels of distribution can obstruct them as they move from their sources of production to the pantry shelf?

Why of all the products of universal consumption in the "food family" does coffee stand peculiarly alone, tagged, so far as the national manufacturer is concerned, with a sign—"Beware—Hands Off?"

The writer feels the answer to this is that the production and marketing of trade-marked coffee belongs peculiarly to the wholesale grocer who maintains his own coffee plant, and those sectional coffee roasting plants which cover generally a territory not



Advertising copy that induces sales by featuring premiums, and provides the good old fashioned coupon to obtain direct action



Copy that appeals to "Mother and Father" with a lure of good things and something for the personal comfort

larger than five states.

The wholesale grocer and sectional roaster can easily finance a coffee plant. The outlay is not large. This is one reason why so many of them have gotten into the business of roasting coffee. Again, they can be assured of a permanent source of green coffee. They can buy it from nearby brokers or maintain importing facilities of their own. That it is practical to do either has been demonstrated. And again, at their very door lies their market. Every grocer in town and nearby towns will sell their coffee—and, in preference to coffee which has come by freight from afar. The local roasters sell it in smaller quantities thus insuring the retailer fresh coffee at all times, and it is a known fact among retailers that nothing fans the flames of a disgruntled housewife more than to be sold a package of stale coffee. Still again, the cost of steel cutting, packing and labeling under their own private brands is well within the reach of the wholesale grocer and the sectional roaster.

NO "HEAVY" COMPETITION TO MEET

There is a further reason which concerns wholesale grocers. Wholesale grocers are distributors of most nationally advertised food products. But in selling private brand coffee in their own sales territories there is no conflict with the manufacturers whose products they distribute. Many wholesalers have gone into the marketing of private brand coffee for this reason more than any other. It is the line of least resistance. They know they will not have to "fight the big manufacturers" on coffee as they would on many other products. For instance, our company tried very hard to put its private brand jelly powder on the market and failed. The quality was high, the price was lower than certain nationally advertised jelly powders and we advertised it, but we *failed*. With coffee it has been different. We have been successful in marketing at least one of our brands of coffee in a way, territory considered, that is very large.

We began advertising our Louis Coffee last March, but before starting this campaign we bore the following facts in mind. We knew that our business had a naturally limited territory. We could not sell widely. Few wholesale grocers can. Heavy commodities such as bulk rice, sugar and salt, forming a large part of the wholesale grocer's sales, cannot be shipped far with profit. Freight rates to distant points give the local competing wholesaler too much of an advantage. We knew that the world was not our market, even with coffee. We knew we must sell and sell intensively, close to home. We must realize that ours was a narrow service plate—to be "licked clean."

We had a chain of seven houses, traveling about fifty salesmen, calling at periodic intervals among about 4,000 retailers. With the aid of hardly any advertising we had been able within the last eight years to get a very creditable distribution of Louis Coffee. We knew ours was a good blend and that it was a repeater. It was our biggest seller—not the cheapest nor the highest priced coffee we sold, but about the price that would make it popular.

Of late years the catalogue houses, and particularly the premium wagon concerns, had been steadily cutting into the retail grocer's coffee business. The retail grocer was our only means of getting coffee to the pantry shelf. If we won a bigger Louis Coffee business it must be by helping the retailer go after the coffee business.

The backbone of the wagon coffee business had been the wise use of premiums. Of that there was no doubt. We knew then, that we must fight fire with fire. So, in planning Louis Coffee advertising we adopted a premium system.

We then began analyzing our market. We knew that the part of Oklahoma and Texas which we cover, is largely populated by farmers. About 66 per cent it has been shown by statistics. The remainder was composed for the most part of folk of the small towns, leaving a rather minor proportion living in cities, of which Oklahoma City was the largest.

Consequently, above all else, we

The New York Globe

ANNOUNCES

that on August 1, 1920, it will go to

THE FLAT RATE BASIS

with exactly the same rate to all advertisers, foreign or local, for the same service.

The new rate becomes effective immediately on new business; it will become effective on all existing contracts which do not contain the quarterly adjustment clause as soon as they expire and on contracts which do contain the quarterly adjustment clause the new rate will become effective as soon as the clause will permit.

¶ Agent's commission 17 per cent., cash discount 2 per cent. Monthly full copy, 10 per cent.

¶ The Globe will accept orders and contracts for a full year's service on the basis of the flat rate, but with right to adjust rates up or down in advance of each calendar quarter year.

Member A. B. C. **The New York Globe** 170,000 A day.

JASON ROGERS, Publisher

must reach this farm population, which at all times is prosperous. We must get the small town folks and then the city people.

THE MEDIUMS EMPLOYED

To reach the farm population we chose two farm papers. These farm papers, with an aggregate circulation of 250,000 bi-monthly, covered perfectly this field. Country newspapers and direct mail methods were used to get the small town population, leaving daily newspapers and direct mail to look after the city people. All mediums were to be backed by educational work among the dealers, store signs, dealer "movie" slides and window displays.

This campaign was then started with copy based on the selling point of Quality of the coffee—the fact that it was Thrift coffee; for at low cost and with little saving of coupons the housewife could secure for her home beautiful and practical premiums.

The method the consumer must follow to get premiums was explained in the copy.

The easy way of getting these desirable premiums which would retail at from $7 to $20, was played up strongly in the copy. All the premiums were illustrated with accompanying descriptions of each, together with its comparative price at a retail store. The copy told first that Louis Coffee was good coffee, worth all it cost without any added inducement to buy it; but when linked with the valuable premiums it was indeed the coffee to buy.

The copy, too, carried a coupon in the lower right hand corner, an order on us, for four of the free coupons of the necessary ten. This coupon in the advertisement if filled out and sent to us giving the name and address of the consumer, name of grocer and whether or not he had Louis Coffee in stock, entitled the sender to four free coffee coupons. This left six more coupons which must be taken from Louis cans, to make up the ten, which with the cash sum, entitled the customer to a premium.

The campaign had run but a short time when it more than justified our expectations. The coupons which the advertisements carried, calling on us for the four free Louis Coffee coupons came back to us in goodly numbers, and as time went on their number increased. We knew what this meant. It meant that every order we received for the four free coupons meant a sure sale of at least six pounds. It meant that after this housewife had finished saving coupons for one premium more than likely she would start saving for another. In the event that she did no further saving of coupons, she necessarily had used our coffee long enough to be impressed with its quality and we had every reason to expect that she would continue using it. Soon it became easier and easier for our salesmen to get generous orders and all of them, seeing the campaign was a real help, began giving it their entire support.

As to the value of the premiums —and they are valuable—we uphold that by buying in large quantities, sometimes by car lots, at the lowest prices. We make no profit, but add from twelve to fifteen per cent to our cost to pay our average cost on handling the premiums.

Our premiums forestalled competition, because the housewife, desiring the premiums, would not take any other brand of coffee.

Dealers found it almost impossible to substitute another brand and one by one they lined up with the campaign. They knew that otherwise they would pass up business and that women buying other goods from them would go across the street for their Louis Coffee, if they did not stock it. Even the dealers who had the exclusive sale of some other brand, were unable to get along without a small stock of Louis Coffee at least. After a while, these dealers who at first held out against selling Louis, finally got in line, for they saw that it was building up their coffee sales in a big way. Many, who at first were most bitterly opposed to it eventually began to feature it.

Again, this coffee advertising was successful because behind it there was a follow-up system, that was a real selling aid to the salesmen.

As stated, every advertisement had a coupon, with space for the consumer to state whether or not the dealer had ours in stock. In case the dealer did not, we, of course, had this report of the fact from the consumer. The right salesman had a memorandum telling the name of the woman and the store. By showing the dealer in question that Mrs. Jones, one of his good customers, thought enough of Louis Coffee to write us about it, and that she was determined to get it at all costs—our salesman was able in nine cases out of ten to sell the dealer a case. As time went on this system worked wonders. We opened up new accounts right and left, and naturally our sales climbed accordingly.

As a further aid in widening distribution, we had all our men carry portfolios of the advertising at the start of the campaign and we made a drive for new accounts. We got about 300 new accounts in this way before one advertisement had appeared.

We even went a step farther. In cases where coupons from our advertisements came in with the report that the grocer did not have Louis in stock, and this dealer happened to be outside our territory, we organized what we called Louis Coffee Clubs. The woman sending the coupon from outside our territory was sent a blank form. On this form she wrote the names of five women besides herself whom she had interested in our coffee and the premiums, and the names of three good grocers in her town besides the name of her own grocer, which previously had been given us.

This gave us a good opening wedge for a mail order account. The five new women were each sent four free coupons, with a letter suggesting that they call personally and ask all the four grocers to buy Louis in order that they might get the premiums. Simultaneously, we wrote the grocers telling them of our plan and why they should stock and sell our coffee. In each case the grocers were told that the one who first sent us an order would be exclusive dealer in his town. We had in this mail order selling to be reconciled to giving the exclusive sale to some one grocer.

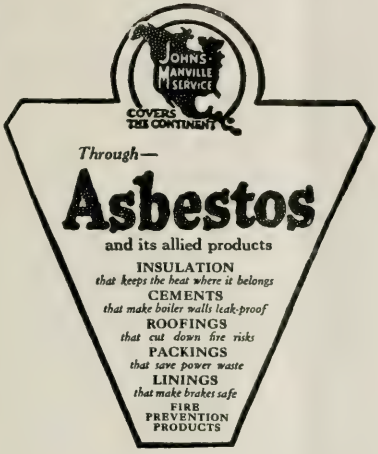
The club idea worked well. Many clubs were organized and mail order accounts were established. This mail order plan is in its infancy, but has wonderful possibilities and we intend working it for all it's worth. We are thoroughly convinced that we are on the high road to large sales in the future.

This campaign is not yet a year old, but already we can see that it has done much that is worth while besides merely increasing the sale of the coffee. It has built up confidence and enthusiasm among all our salesmen. It has done the same for retailers, for they have quit running from the premium competition of the wagons. Also it has built up morale throughout our entire organization. The good work this advertising is doing toward increasing our general business is likewise easily apparent. All in all, it's one of the best investments our company has ever made.

"Last Penny Paper" Raises Price

By increasing its rate from one cent to two cents in June the Portland, Ore., *News* relinquished the distinction it claimed of being the only penny paper in the United States.

Collier's
THE NATIONAL WEEKLY
5¢ a copy



Johns-Manville and Collier's

As in past years Collier's is one of the strongest factors in the 1920 Johns-Manville national advertising campaign.

Watch Collier's

Straining for "Style" in Advertising

How Some Copywriters, Desiring to Be Different, Accomplish Just the Opposite Effect

By ARNOLD W. ROSENTHAL

ANYONE who has read D'Annunzio's "The Flame of Life" or, in fact, any of his novels and plays, can readily understand why it is necessary in Italy to have a special two-volume D'Annunzio dictionary. Without this glossary, it is next to impossible to understand his involved phrases, replete with obsolete words. His passion for the *mot juste*, the exact word, takes him back to periods which have outgrown the memories of his contemporaries. As a result, he is "inebriated by the exuberance of his own verbosity," to use a phrase once applied to Doctor Johnson.

This extraordinary scholarship has certain, obvious merits but adapted by lesser minds, it becomes a trying spectacle, as ridiculous as it is unnecessary. For proof, one has to look only at the advertisements current in newspapers and magazines. Read the captions and the text, and what do you find? A straining for effect; a desire to be "different"; a disinclination to call a blouse a blouse, a freakish quest for the elusive synonym and the unhackneyed adjective.

NOT WHAT THEY SOUND LIKE

A recent tire advertisement announces "ultra cords." Now I am sure that is not what the manufacturer or the copy-writer meant to say. Ultra means something altogether different than the quality which makes this tire superior, if, indeed, it possesses any point of superiority. Again, someone advertises "Popular Priced Furniture That Is Not Commercial." For the life of me, I cannot get sense out of that headline even by reading the advertisement through to the end several times. Of course, I have an idea about the thought which the advertiser meant to convey but the cumbersome headline and the non-explanatory text fail to get it over.

Another shop announces "The Suit Ultimate." Here is a perfect example of sheer affectation. The transposition of ultimate and suit is absolutely unnecessary. It does not help the sense; it does not give it a nuance lacking in the regular order of the words. It fails even to be clever.

The struggle to be different defeats itself. Otherwise there would be no struggle. A talent for clever phraseology is just what I have called it—a talent; and it comes easily.

A well known hat manufacturing firm heads its advertisement with this query: "Do You Know Why They Say 'As Mad As A Hatter'?" Not a bad caption, I will grant but the text of the announcement makes no effort to answer the question categorically. True, many people will understand it but advertisements published in magazines with several millions of readers are not written for philosophers. They are written for average folks who haven't the inclination or the time to puzzle out the hidden meanings of commercial announcements. Incidentally, the crux of the hat advertisement here mentioned is found in the paragraphs explaining why the price of hats has increased. The problem therefore, was not concerned with the anger of hatters but rather the resentment of the poor consumer.

WHEN A MOTOR CAR SKIDDED

Another manufacturer in the same issue calls attention to his automobile which "has no bolshevistic tendencies," the implication being that the car takes pleasure in doing its work, that it possesses an extra measure of vim and endurance.

No one, not even a communist, could possibly object to the analogy if only it were a true one. Anyone who knows anything at all about bolshevik doctrine understands perfectly that its first intended function is to glorify the worker, to emphasize the laborer, to stress the creative impulse in industry. Searching for analogies is like searching for synonyms. It usually ends in complicated errors.

The whole thing arises out of an effort, in the case of synonyms, to avoid using the same word twice in a paragraph. This, of course, is pure piffle. It should be a commonplace of daily routine that repetition results in emphasis, in accent. In "Declassée," Ethel Barrymore constantly refers to the "mad Vareks'" She doesn't vary her adjective by calling them the crazed Vareks, or the demented Vareks, or the cracked Vareks, or the scatter-brained Vareks. She insists on calling them the "mad Vareks" time after time, and as a consequence, there is no escaping her charge. By means of this repetition, Zoe Akins adds successfully to her drawing of the character, motivating it for the easier comprehension of her audience. What is true of the drama is true of advertising. Circumlocution will never help sales.

It has been said that simplicity is an acquired virtue. It certainly has yet to be acquired by some writers who fail in advertising.

Wants International Trade Mark Action

According to the American Chamber of Commerce in London, the report of the Merchandise Marks Committee appointed by the British government, urges international action to effect greater uniformity of laws and procedure, and suggests that disputes should be referred to the League of Nations as a last resort.

If the recommendations of the committee are carried out, the Board of Trade will have power to make an order, requiring indication of origin to be given in the case of imported goods, and particular attention will be directed as to whether the goods are manufactured, produced or sold under circumstances constituting unfair competition. In other words, dumping will be singled out for special attention.

Much can be done by international action, says the American Chamber, and the committee evidently had this in mind when they urged that efforts should be made to effect greater uniformity of laws and procedure in the various countries concerned. If obligations under a convention are ignored, the matter can be referred to the League of Nations or to the Permanent Court of International Justice to be set up under the league, as a final court of appeal.

In the United States, the Webb-Pomerene Act, administered by the Federal Trade Commission, already deals very effectively with complaints as to improper use of trade marks in this country, and this system might well be extended to other countries.

Canada's Population Placed at 9,000,000

Canada's population is estimated for 1920 at 9,000,000 persons her total revenue per head for 1920 is $26.11; total expenditure per head for 1920 is $75.01, and consolidated fund expenditure per head for 1920 is $30, according to official estimates. The return showed that in 1891 Canada's total revenue was $38,579,310.88. By 1919 that revenue had grown to $312,946,747.18, and the estimated total revenue for 1920 is $325,000,000.

Source for Agricultural Information

When you are considering the farm market, it will pay you to talk frankly with the farm paper representatives.

If the problem is one of market possibilities, the representatives can render valuable service.

If a choice is to be made of classes of mediums—national, state or sectional, talk with **representative** representatives of each class.

If a selection of competing papers is the problem, hear the presentation of both representatives.

The farm papers represented by the E. Katz Special Advertising Agency are sold upon a basis of fact, not opinion. Part of our work is to help the publishers produce the type of papers quality advertisers and agents like to buy.

The problems of advertisers, agents, publishers and representatives are mutual in many respects, certainly in regard to success for the advertiser.

OKLAHOMA FARMER-STOCKMAN

A. B. C. member. Semi-monthly. Oklahoma City.
Line rate 80c flat. 90c after November 1st, 1920.
The great farm paper of the Southwest and dominant medium in Oklahoma. This upon a basis of editorial merit, volume and quality of circulation, volume and character of advertising. Nationally recognized as one of the prominently successful state farm papers. Sponsoring the Oklahoma Farmer-Stockman is the great institution of the Oklahoma Publishing Company, owners of the daily and Sunday Oklahoman, the State's largest newspaper, and the Oklahoma City Evening Times, Oklahoma's largest evening paper.
Oklahoma, the youngest of our states, is one of the most prosperous, ranking 10th in the Union in value of all farm crops for 1919.

SOUTHLAND FARMER

Semi-monthly. Houston, Texas.
Line rate 50c flat.
Circulation over 71,000, practically all in Texas.
From both a national and state farm paper basis Southland Farmer is essential in the Texas field. Even with every available medium it is impossible to do justice to the Texas empire.
Texas, the greatest of all agricultural states, is the hardest to cover with agricultural papers.
Southland Farmer is a medium of individual editorial strength and merits your consideration.

ARKANSAS HOMESTEAD

A. B. C. member. Semi-monthly. Little Rock.
Line rate 60c flat September 1st, 1920.
Only farm paper in Arkansas. 80,000 circulation. Established 1899.
Arkansas is one of the wealthiest southern states. There is much latent business that manufacturers have not developed. The Arkansas Homestead is practically confined to the state. No other medium offers so fine an opportunity for Arkansas development as this.

CAROLINA FARMER & STOCKMAN

A. B. C. member. Semi-monthly. Charleston, S. C.
Line rate 30c flat.
The only farm paper in South Carolina. Of its 44,000 circulation, over 37,000 is right in the state.
South Carolina for 1919 ranked 11th in the United States in value of all farm crops. This state represents a "seller's" market. There is no other medium through which you can do justice to the business opportunity in South Carolina as through Carolina Farmer & Stockman.

MODERN FARMING

A. B. C. member. Semi-monthly. New Orleans.
Line rate 45c flat.
Confined to Louisiana and Mississippi. 60,000 circulation Owned and published by the New Orleans Item, well-known as one of the great dailies of the South.
Louisiana and Mississippi present a rejuvenated market, and Modern Farming has proved itself worthy of the opportunity. Through no other medium can you reach this concentrated territory as effectively as through Modern Farming.

ALABAMA FARM FACTS

A. B. C. membership applied for. Published weekly. Montgomery, Ala.
Line rate 20c flat.
The only state farm paper in Alabama. 35,000 circulation, over 30,000 in the state.
Established by the Montgomery Advertiser, known for nearly 100 years as one of the prominent papers of Alabama and of the South.
Alabama is no longer a one-crop state. Diversified farming has created much new wealth.
Manufacturers have not intensively cultivated Alabama, and now there is a big demand, with plenty of ready money to satisfy it.
Alabama Farm Facts is the logical medium through which to reach Alabama farmers.

WYOMING STOCKMAN-FARMER

A. B. C. member. Monthly. Cheyenne, Wyo.
Line rate 15c flat.
The only farm paper in Wyoming. Owned and established by Cheyenne Tribune, which has been for years and is the leading daily of the state.
This is a new undeveloped country. It is far from being over-run by salesmen. Through the Wyoming Stockman-Farmer you can make your monthly calls most effectively.

PACIFIC HOMESTEAD

Published weekly. Salem, Oregon.
Line rate 12½c flat.
The Pacific Homestead is one of the most substantial farm papers on the Coast. Its circulation is confined to Oregon, Washington, Idaho and northern California. The publishers are very sound and conservative. For years the circulation has been around 18,000. Though this is a comparatively small unit a study of the Pacific Homestead's files will show you what a substantial following it enjoys. You will note particularly the large volume of local and farmers' own advertising as a regular feature.

Detailed information supplied gladly upon request.

E. KATZ SPECIAL ADVERTISING AGENCY

Established 1888

Publishers' Representatives

15 E. 26th St.	Harris Trust Bldg.	Candler Annex,	Waldheim Bldg.	Monadnock Bldg.
NEW YORK	**CHICAGO**	**ATLANTA**	**KANSAS CITY**	**San Francisco**

Can You Make Farm Copy Say "Truly Rural" Or Does It Come Out "Truly Ruly"?

The Columbia Graphophone Company Believes Truly Human Copy is Truly Rural—Avoids False Note of Class Appeal in Farm Paper Campaign

BY WARD GEDNEY

STORIES REACH us from Dayton and Marion these days portraying the presidential candidates of the two great parties closeted in long conferences with farmers and farm paper publishers, and knowing folk nod their heads and say:

"Aha! 'Fighting Jimmie' or 'Warren G.'—as the case may be—are getting ready to go after the farmer vote."

A third party calling itself the "Farmer-Labor Party" projects itself into the national political melee and wise ones "cal'late":

"Well if it goes after the farmer vote it may make trouble for the old parties."

GETTING THE FARMER VOTE

"Going after the farmer vote" is evidently an important, serious business in the world of politics. It is no less important and serious in the world of advertising and selling. National advertisers who are coming to realize this are profiting more and more by close attention to their farm paper campaigns and their success is persuading more and more advertisers to extend their appropriations to cover farm paper campaigns.

But what does "going after the farmer vote" mean? How does one do it?

In politics it has meant, in the past, barraging the rural communities with a judicious mixture of flummery, flattery and blandiloquence calculated to persuade the rural voter that his name and occupation is graven on the candidate's heart. Today, it means perhaps not so much flummery, but at least a very dexterously emphasized interest in the farmer and in the economic factors that affect the farmer most closely.

In the world of advertising and selling it means adapting your appeal to the rural psychology—or does it?

The Columbia Graphophone Company is entering upon the second half year of its first annual farm paper campaign satisfied that it doesn't. Consequently, Columbia copy now circulating throughout the country in six national and twenty-seven local agricultural papers will not meet with the approval of the theorist who preaches for rural circulation a particularized style of copy that is supposed to possess a special genius for stirring up the farmer's buying impulse, but to be of no value in any other media and of no interest to any other class of buyer. To that theorist Columbia pages will seem strangely lacking in something called "rural atmosphere"; the text curiously deficient in that "homely speech, racy of the soil" which he demands of it; the illustrations all too plainly universal in their appeal.

ARE FARMERS PEOPLE?

Yet the Columbia sales staff under George W. Hopkins, the General Sales Manager and the George Batten Company, which handles

(*Continued on page* 14)



Copy keyed to the farmer field, in which is preserved the "smart" appeal that characterizes **general publications**

OKLAHOMA

The Tenth Agricultural State

A perfect growing season for all crops! Just enough rain! Enough sunshine! A wonderful wheat crop being threshed; a bumper corn crop almost matured. Cotton, alfalfa, kaffirs and other field crops that apparently will break all records for yields! That's Oklahoma's agricultural summary for the first seven months of 1920. And the farmers have not finished spending the $750,000,000 garnered from the 1919 harvest and livestock. What a wonderful market, ready **NOW** for intense sales cultivation.

Its Dominant Farm Paper
The Oklahoma Farmer-Stockman

With its editorial supremacy, its reader confidence, its dealer influence, its **actual farm circulation,** The Oklahoma Farmer-Stockman is the ideal medium to reach the heart of this responsive farm market.

Make an exception of Oklahoma! Advertise intensively. Set your sales quota high. Business is **good** in this hustling Southwest country. If you really want to get your share, let us tell you more about the market—and the **medium.**

Lead For First Six Months of 1920 Greater Than For Entire Year 1919

Commercial Advertising

Figures from Advertising Record Company

Total Oklahoma Farmer-Stockman, 1919	458,654 lines
Total second Oklahoma farm paper, 1919	351,216 lines
Oklahoma Farmer-Stockman lead, 1919	107,438 lines
Oklahoma Farmer-Stockman first 6 mos., 1920	319,917 lines
Second Oklahoma farm paper, first 6 mos., 1920	209,689 lines
Oklahoma Farmer-Stockman lead first 6 mos. 1920	110,228 lines

The Oklahoma Farmer-Stockman is recognized by National Advertisers as Oklahoma's Dominant Farm Paper

Member A. B. C. *More than 100,000 in Oklahoma*

The OKLAHOMA FARMER-STOCKMAN

Representatives

E. Katz Special Advertising Agency

New York Chicago Kansas City Atlanta San Francisco

the Columbia account in all media, are thoroughly sold on the proposition of getting across to the farmer in exactly the way they are now going at it without straining after so-called "truly rural" effects and without losing a bet to impress the farmer with the fact that he is in no sense a foreigner, but just as much "Pete" to their "Bill" as the city man. That they are getting the farmer vote for the Columbia Grafanola is the proof of their pudding.

Their problem in selling the Grafanola and Grafanola records is, first of all, selling the service of music "to soothe the savage breast of man" and having done that, to sell the prospect on the superior soothing service of the Grafonola by use of such sales clinchers as the "non set automatic stop," the "tone leaves" and other features of the Columbia machine.

The campaign in the farm field began in January when the company saw, on one hand, the approach of a peacetime big production period and, on the other, the hanging up of a new high record in farmer buying power. It was launched with a determination to accomplish in the farm field everything that had been achieved in the general periodical field by the use of large space and striking copy. The question of whether the new advertising should attempt to say "truly rural" in a way that might either come out a clear "truly rural" or a dismally muzzy "truly ruly," or whether it should appeal on the basis that the farmer's psychology is just about the same as his city brother's was threshed out at the very beginning.

PARAPHRASING SHYLOCK'S ARGUMENT

The argument which the George Batten Company put forth in support of the latter course reads like a paraphrase of that famous speech that Shylock made to Salarino anent his designs upon Antonio.

"Hath not a (farmer) eyes? Hath not a (farmer) hands, organs, dimensions, senses, affections, passions? Fed with the same food, hurt with the same weapons, subject to the same diseases, healed by the same means, warmed and cooled by the same winter as a (city dweller) is?"

In other words, have not a decade of rural prosperity, a decade of easy and reasonably low-priced motor transportation in the country, a decade of enlightened road making, a generation of good rural schools, at least a lustrum of awakened community spirit in the rural districts, with the invasion of "movie" houses the extension of lecture courses, the growth of farm paper circulations and advertising



This copy breathes of out-of-doors and appeals strongly to farm paper readers

lineage and the broadening of the farm paper editorial policies, the sending of the farm boy overseas, and a thousand and one other causes all rubbed out the old class



A farm paper advertisement that "sells" rural enjoyment

and custom lines between farm-dweller and city-dweller? Does not the farmer of today fit as snugly into the social system of the country as the broker or the advertising agent? True, like the broker and the advertising agent and the street car conductor, he may have special business interests, but why should they affect his response to so universal an appeal as the love of music?

In other words, again, is there any farmer vote as a class vote, after all, that flummery or class appeal can deliver in the 1920 advertising campaign any more than flummery or class appeal can deliver it in the 1920 political campaign?

SOME EXCEPTIONS TO THE RULE

The answer being in the negative, the Columbia Graphophone Company has run in the six national and twenty-seven farm papers it is using to reach 6,500,000 subscribers on the 6,300,000 farms of the country the same copy, speaking generally, that it has run in its popular magazine and newspaper schedules. "Speaking generally" would seem to intimate that there may have been some exceptions. There have been. A page featuring popular artists who "can" their talents exclusively for Columbia record user's consumption, whose names might not mean so much in the country as they do in the big cities, has been omitted. Another page has been substituted for this. Beyond that, there have been no omissions, and but two changes. One leans a little toward the farmer; the other leans way over backwards in its effort to avoid a "truly ruly" muzziness. Both examples are reproduced with this article.

The first is shown in the page depicting a group of children enjoying the family Grafonola out-of-doors. The artist has caught them in an intermission between selections when a young music enthusiast of the family is holding out a favored Columbia disc to Mrs. American Farmer with the request, "Play this one, mother." The prototype of this advertisement in the general periodical page depicted an unmistakably "citified" interior. That wasn't the objection. But in the background with the two youngsters here shown in the hammock was a "super-citified" nursemaid. Now the "hired girl" invaded the farm country several generations ago and, on not a few prosperous farms, she has already donned a cap and frilly apron and been metamorphosed into the "maid." But a nursemaid in a farm scene would be just a bit proleptic as yet and her omission will be indorsed as a wise concession to local color.

(*Continued on page 42*)

TEXAS

needs

SOUTHLAND FARMER

Established 1911

Paid Circulation June, 1920:

71,087 in Texas 298 in other States

98 per cent. on R. F. D.'s and towns under 1000

Line Rate 50c flat. Semi-Monthly, 1st and 15th. Houston

Texas, the greatest of all agricultural States, is the most difficult to cover through the agricultural press. It is impossible to cover the Texas field with one farm paper. Indeed, it is impossible to do justice to the market even though you were able to use all the farm papers in Texas, and also those outside having overlaping Texas circulation.

Farm Wealth

Texas first state in value of all crops 1919,	$1,076,163,000
Iowa second state in value of all crops 1919,	861,338,000

The value of the ten principal crops, led by cotton and corn, was $882,454,000, or more than the total crop value of any other state.

(Authority—Crop Reporter, December, 1919, U. S. Dept. Agriculture).

Livestock, poultry, eggs, and other farm products, such as fruit, nuts, honey, garden truck add to this tremendous wealth.

The 1910 census gave Texas 417,770 farms or 126,743 greater than Georgia with 291,027, the second largest number.

State Farm Paper Comparison

On a State farm paper list when the arbitrary policy is to select one State farm paper to a State, Texas is a logical exception to that rule. Texas has eight and four-fifths per cent of the land area of the entire United States. It is farther around the State of Texas than it is from New York to Liverpool. If Texas were cut up into a number of States, each having a farm paper, upon a one paper to a State advertising policy, several farm papers in this identical area would be used as a matter of course.

Exact circulation figures are not quoted. Refer to current circulation statements. The relative positions of the various papers remain about the same. Through SOUTHLAND FARMER alone you can reach about 16 per cent. of the number of farms, based upon the 1910 census. Through Farm & Ranch you can reach about 17 per cent; through Progressive Farmer about 9 per cent. Even with the two leading Texas farm papers you can but scratch the surface, reaching only about 33 per cent. of the farms.

National Farm Paper Comparison

From a national standpoint, if the basis of advertising selection calls for national farm papers only, you will find that the Texas circulation of national farm papers is so meagre, and the Texas market so vast and profitable, as to justify an exception to the policy by supplementing with Southland Farmer.

As a specific illustration, supposing an advertiser were to use as large a national list of farm papers as this: Better Farming, Country Gentleman, Farm & Fireside, Farm & Home, Farm Journal, Farm Life, Progressive Farmer, Successful Farming, Southern Ruralist. The last two are not nationals, but may properly be included. Of course, you can see that the average list would not include all of the papers just named, but even with that entire list the Texas circulation, not discounting duplication, would be only about 40 per cent. of the number of farms on the basis of the 1910 census.

Obviously the inclusion of Texas State farm paper circulation is not only justifiable, but essential.

THE READER TEST

We ask you, Mr. Advertiser, to take a few issues of SOUTHLAND FARMER and study their editorial contents very carefully. You cannot help but be impressed by the forceful, definite, understandable editorial policy. SOUTHLAND FARMER is superior editorially to a number of much larger papers. The reader may not agree with the policy, but he is always impressed. If you will take the time to study the paper itself you can appreciate that SOUTHLAND FARMER enjoys a definite, loyal following—an above-the-average reader interest. This definite following amounts to over 71,000 in Texas alone, and represents a SOUTHLAND FARMER market, which can be reached most effectively and at very reasonable cost, through SOUTHLAND FARMER. Indeed, the paper is the most economical buy in the Texas market today.

Mr. Advertiser, won't you **read** our paper?

Send for booklet of Texas Facts and detailed circulation statement

E. KATZ SPECIAL ADVERTISING AGENCY

15 E. 26th St.	Harris Trust Bldg.	Candler Annex	Waldheim Bldg.	Monadnock Bldg.
NEW YORK	**CHICAGO**	**ATLANTA**	**KANSAS CITY**	**SAN FRANCISCO**

What Is the Matter With Advertising?

Some of It Reflects Too Much Haste, With the Consequent Loss of Care, and Some Pleases Only the Office Executive

By KENNETH GROESBECK

THE TROUBLE with some advertising is that its parents are blind.

The brain child which results when an advertising man gets on the job is, in these enlightened days, almost sure to be a good looking child—well mannered and polished. Not very many misshapen children land on the pages at six thousand per, but somehow the infant mortality is high, nevertheless. What's wrong?

The parental blindness, which is making the trouble, is a sort of auto-hypnosis—to speak with horn-rimmed spectacles. It is a pleasant, semi-delirious condition quite natural to humanity when confronted with its own progeny. "It's mine, so it must be right" comes close to expressing it.

After an advertising man has produced a page, or even an entire campaign, his work is criticized by only two sets of eyes, both of doubtful reliability. They are those in his own organization, and those in the organization of the client.

The eyes of his own organization are bound to be prejudiced. If the advertisement is beautiful, clever, unusual, it gets by the average advertising agency, especially in these rush days of production plus.

When it reaches the client, it reaches a set of eyes which are also prejudiced in its favor, because the article itself is the child of the client.

Parents ought never to be allowed to judge the value of their own children.

APPRAISING THE COPY

The first thing the client sees is the name of his product, and if this is large enough and prominently enough displayed, he begins to feel friendly. He next sees a well-done picture of his product and grows perceptibly warmer. He finally reads a piece of copy which says some very complimentary things (inevitably) about himself, his product, or his ancestors—and it must be a very calm, dispassionate and keenly judging client, indeed, who can close his eyes to these external attractions, and look behind the scenes at what makes the wheels go round.

Quite naturally he does not know anything about the scientific construction of advertising. He leaves this to his agency. All he is interested in is beauty and the way it represents his product.

The advertising man, however, is very liable to have been hypnotized by his own creation. It is as if a painter took plenty of color and tried to make a picture that pleased his own eye; whereas the far greater work of art is the picture which is true to the object depicted.

Why, you can produce this sort of thing blindfolded!

HOW THE MILL GRINDS IT OUT

Are we to advertise baked beans? A big can at the top in colors (if the appropriation will stand it); a nice little figure group lower and to the right, showing mother opening can and pouring out beans for hungry little tot, whose head shows just over the top of the table; lower, and slightly to the left, a square little block of fourteen point Bodoni—*Binkham's Beans Bless the Baker. Make Little Tots Strong, and Big Tots Happy*—and, of course, *Made by our Special Oven Baked Process. At Your Grocers. Get a Can Today.* Big display down at the bottom—*Binkham's Beans Baked for Better Babies*—and in the lower right hand corner—*Binkham Bean Company, Minneapolis, Minn., Two Hundred Years Kreators of Klever Kannings.*

Be sure your design runs in a semicircular form, so that the eye sweeps from the big can, through the little figure group, through the block of type, and inevitably down to the big signature.

Get plenty of white space, and a spot of color, and you have produced six thousand dollars' worth of advertising in six minutes!

It is perfectly simple, and the amount of money which is spent on this kind of thing is scandalous. Of course it sells goods. Anything will sell goods if enough money is spent on it, but why the low average of efficiency? An advertisement like that, in the midst of one hundred and twenty-six others, is about 38 per cent good instead of 80 per cent good.

When Goodyear runs a double page advertisement, which has a real idea in it, illustrating a muddy road with the track of a tire, and no tire shown, the whole advertising business stands on its ear with admiration. Jim Henry runs an honest to goodness line of selling talk, and we thrill all over.

No wonder! There are too few such ideas, and too few such evidences of thought in the advertising which is produced today. Some of it is prodigiously good. But not enough of it. That's the rub. The team batting average is too low, in spite of the home-run kinds.

TO SEE OURSELVES AS OTHERS SEE US

If every advertising agency could only maintain a corps, composed of members of the uninterested public—very uninterested! A jury, as one might say, composed of ordinary human beings, who know nothing about advertising, and care nothing about it, and whose intelligence averages about sixteen years old, as it does (according to the Binet tests) throughout the United States! Then you would see your work as others see it, and advertising would very promptly show the effect of this procedure, instead of having to stagger along, criticized only by auto-hypnotized parents and flattered clients.

One of the nicest little lessons an advertising man can have is to sit alongside of a member of said public, in the street car, and watch him go through his daily newspaper or his magazine (and if he is reading

Yes, What Ails It?

JUST then we had about concluded that Advertising in general, and National advertising in particular, was averaging up better than fair, along came this article with its suggestive, disquieting trend of thought.

We had believed that a logical answer to "What's the Matter with Advertising?" might be "It's being inconvenienced slightly by growing pains," or something on that order.

Mr. Groesbeck believes there isn't sufficient depth and vision to it, and that it lacks punch, definite direction and some other vital elements, in too many cases.

It would be well if some advertising man—or woman—thoroughly sold on Advertising "as is" in the major campaigns, would reassure us on this score.

THE EDITOR

IN THE LAND OF SUGAR AND RICE
LOUISIANA

and

IN THE IMPORTANT COTTON STATE
MISSISSIPPI

Modern Farming

PROVIDES the open door to most profitable trading opportunities in these two States where the crops have averaged 600 Million Dollars annually the last three years. This is a three-fold increase over prior-to-war times. And Bureau of Crop Estimates figures, based on prevailing values, indicate even heavier return in prospect this year.

Louisiana leads the South in size of plantations, boasting more extensive land operators, in proportion to total number of farms, than to be found elsewhere in our Southland. Furthermore, in this State the tenant system plays a smaller part in agriculture than in any other State where cotton is a big money crop. More than half the plantation areas in the cotton district are worked by the landlords. In other cotton States it is a case of three to four times as much land worked by tenants as by landlords. In Louisiana's sugar and rice districts, tenant operation is practically a neglible factor.

Louisiana has always led the South in power farming. There are now more than 5,500 tractors operative in the State. The rice and sugar plantation crop systems are especially adaptable to the power farming idea; and these planting industries are heavy buyers of a wide range of other expensive farm machinery, including pumps and large type engines.

With specialized planting pursuits followed in Louisiana, the dominant circulation and influence of Modern Farming in the State is essential for successful advertising appeal to cover the rich farm field in this part of the South. Edited solely in behalf of the Louisiana and Mississippi farming interests, Modern Farming meets the needs of the farmers of the two States where other papers do not; particularly in Louisiana with its localized crops of sugar cane and rice. This is the plain matter-of-fact reason for Modern Farming's circulation being so large in Louisiana and explains why Southern farm papers of general scope have comparatively small Louisiana circulation. Look up the figures.

Modern Farming's Louisiana circulation now amounts to 60 per cent of the farm-owning farmers in the State. Its large Mississippi circulation will prove a valuable publicity auxiliary in campaigns designed to cover this part of the South.

Potentially the South's richest region, Modern Farming territory is already leading in crop value on per-acre production. Louisiana crop return per farm-owning farmer averages $4,241 per annum for the past three years; Mississippi's average is $3,102. Mississippi is fairly representative of the average cotton state, though raising more higher-priced and superior-grading cotton staple than anywhere else in the South.

Louisiana's increase in crop area in 1919 was 39 per cent over what it was according to the 1910 census. Mississippi's gone way up too.

Louisiana-Mississippi farmers are freely spending their big profits for advertised goods. It is choice trading territory for progressive advertisers. Those seeking farm trade in the South cannot afford to pass up Modern Farming. It fills the gap.

Modern Farming's constructive editorial policy has earned for the paper a substantial farmer following that ensures big results to advertisers. An instance of editorial force: Louisiana Agricultural College was in bad financial way. Modern Farming took hold and led a movement to meet the college needs. As a direct result, the Legislature last month provided an income of $2,000,000 a year for the Agricultural College.

Modern Farming

NEW ORLEANS **Member A. B. C.** **LOUISIANA**

Rate 45c per line ***60,000 Net Circulation Guaranteed***

Established 1870—representing a succession of Louisiana farm publications—and not an issue missed in fifty years.

anything else he is not a typical member of the public).

I had the rare experience the other day of sitting in the subway alongside a lady who was reading the Rotogravure Section of the New York *Times*. Two of my pet brain children stared her in the face from large space, on two of the pages. She passed them by without a tremor, and fastened avidly on somebody else's advertising, which she read through. I'll say the boy who wrote that advertisement had it on me a thousand per cent!

That one little woman did me more good than the compliments of a friendly agency staff, or the satisfaction of a pleased client.

WHERE'S THE TARGET?

I have always maintained that every advertising man should have blazoned above his desk in large letters the slogan "They don't want to read it!" It is a constant, misleading psychological condition that since we, ourselves, are so much interested in the advertising we create we think every reader is as much interested as we are.

Not on your life.

The construction of an advertisement should begin weeks before pencil is put to paper. You must load the gun and aim it before you fire it. The load and the aim in this case should both be facts.

Before any advertisement is written the writer should know:

First: Who is the typical person you are trying to reach?

Second: What are his or her habits and where does this person live?

Third: What are the conditions and the competition?

Fourth: What other similar advertising is this person reading?

Fifth: What do you want to cause—interest, action, or both?

With these facts thoroughly understood (and to acquire them means weeks of research, and the acquisition of a kind of knowledge, in which most advertising men are lamentably lacking), you have a load and an aim for your gun, which will cause your projectile to go—all things being equal—fairly straight for your bull's eye.

There is no excuse for trying to hit the bull's eye with a shot gun, shooting up into the air of publicity and trusting in the Lord. Find out what you want to do and do it as accurately as science, art and experience make possible.

Advertising men often produce too much advertising to produce good advertising. They are too rushed. They do not have time to go into a very difficult problem as intensively as it deserves, and when they finish the job they are prejudiced by their own interest.

WEAK SISTERS—BEWARE!

The man who buys the advertising doesn't know a good advertisement when he sees it—of course not, it isn't his business. The only man who knows anything about advertising, and of course he is unconscious of his knowledge, is the man on the street, and too often he proves how much he knows about advertising by refusing to read it.

Harding Plans Big Advertising Campaign

To Warren G. Harding, publisher of the Marion *Star* will go the credit of getting away first on the 1920 political advertising campaign—unless James M. Cox, of the Dayton *News*, steals a march on his opponent by breaking into the country's paid space without preliminary announcement before Senator Harding actually gets into print.

An announcement made from the Senator's home in Marion last Wednesday told of a "mammoth modern advertising campaign," along the lines prophesied by George French in the July 3 issue of Advertising & Selling, to be launched soon from Republican National Headquarters to "sell Harding and Coolidge to the nation." The feature of this campaign is to be a twelve-word slogan epitomizing Senator Harding's political beliefs, the wording of which is being kept secret until the politician-advertisers get ready to "cover the country."

The announcement followed a conference which Scott C. Bone, publicity director for the National Republican Committee, William Wrigley, Jr., of Chicago, of chewing gum fame, and A. D. Lasker, of the Lord & Thomas Agency of Chicago had with Senator Harding on Tuesday.

The campaign will utilize all mediums of modern advertising, including billboard posters, newspaper and magazine advertisements and motion pictures. Tuesday's conference was to obtain Senator Harding's approval of the plan. It is understood the Senator's approval was not given until he, a newspaper and advertising man himself, had placed his O. K. on the preliminary advertising.

In demonstration of the Republican candidate's advertising sense, Mr. Bone said that Senator Harding had changed the wording of the slogan as originally devised so as to give it punch which the original phrasing did not have.

The Republican "twelve words of mystery" will be sprung simultaneously throughout the country. According to the preliminary plans, no newspaper reader can escape breakfast without being confronted by the slogan, which will meet his eyes again on billboards on the way to work. It is understood that Senator Harding called the conference to assure himself that no "trick slogan" should be sent out; that, while the phrasing should be catchy, it should express correctly the issues the Senator is fighting for.

Alexander Hamilton Institute Expands

To meet the requirements of the Alexander Hamilton Institute, the Mercantile Library Building at No. 13 Astor Place, New York, is to be extensively remodeled. Three stories will be added to the present seven-story building. The institute intends to occupy eight floors and the Mercantile Library one—the second. The ground floor will be rented to retail firms.

Plans for the new building by the firm of McKim, Mead & White have been approved recently, and the actual remodeling will begin at once. The roof floor of the building will be devoted almost entirely to the pleasure and comfort of employes. Completed plans provide for a rest room large enough to accommodate more than 200 girls. The room will be equipped with a piano, Victrola, lounging chairs, writing tables, etc. Adjoining this room will be the office of the institute's physician, who is in attendance daily. A dispensary, supervised by a graduate nurse, will adjoin the doctor's office.

Another portion of the roof will be given over to a men's smoking room, which will be completely equipped to provide for their needs. Entirely surrounding the girls' room and the men's smoking room on the roof will be a promenade leading from a large open lobby at the elevator entrance.

American Tobacco Co. Uses Institutional Campaign

The American Tobacco Co. is now running an institutional advertising campaign in tobacco papers. An interesting advertisement of the series is one telling how the large organization takes care of its salesmen. The advertisement is headed—"The efficiency of a business house depends on its "morale" and the following is part of its contents:

"Every sales manager has risen from the ranks, and so has a thorough and sympathetic knowledge of the problems of the retail salesman.

"Each salesman receives thorough training in his work, is given every facility for improving his position, and is liberally rewarded for extra efforts.

"We provide for his transportation and travelling expenses. When necessary, we supply him with an automobile and accessories and carry his insurance. We also pay for his bonding.

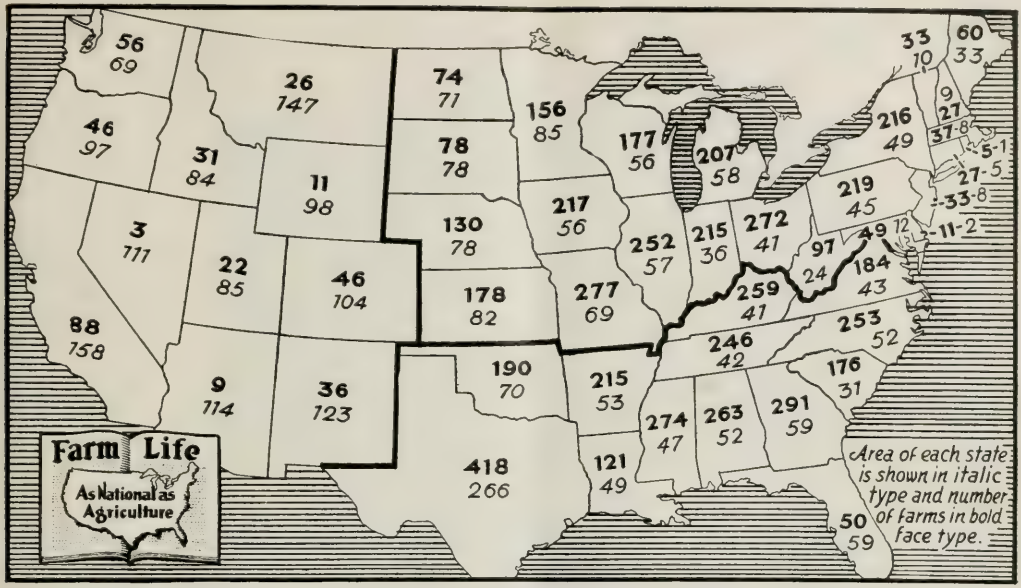
"But, best of all, we arrange for him to go home every week-end, for we believe in the home as a builder of morale."

Raisin Growers to Hold Auction

Holgate Thomas, general sales manager of the California Associated Raisin Company, arrived in New York this week for the purpose of handling the details of an auction sale of California raisins in the New York market. Upon his arrival Mr. Thomas confirmed the report that his company will sell at auction several hundred cars of loose raisins.

"Our object in this," he said, "is to get the idea of buyers as to prices."

Mr. Thomas declared that the muscatel crop in California would be from 15 to 20 per cent short of last year's yield, due to poor irrigation but said the outlook for the Thompson seedless raisin was good, the yield being about the same as last year.



The figures represent thousands. For instance, 215,000 farms and 36,000 square miles in Indiana

Study the Map!

There are some real surprises in a study of this map for most buyers of advertising and merchandisers in the farm field.

It shows that we have a national agriculture—that there are farms—lots of them in practically every State in the Union. There is a field for a truly national farm paper.

It shows that there are more farms in Georgia than there are in Illinois, Ohio or Iowa—more in fact than in any single northern State—and that Alabama, Mississippi, North Carolina and Tennessee are not far behind. Each has as many farms as famous northern farming States whose names are synonomous with agriculture.

Farm Life is a national farm paper in the true sense. Its circulation is as national as agriculture itself. It not only covers the North, East and West, but it covers as thoroughly the wonderful, rich and fast-developing southern agricultural country, and covers that section as a whole as densely as any of the southern sectional agricultural papers. Circulation, 650,000.

We have more illuminating statistical matter which will show you that whether you use one national farm paper, two, or three, you should include Farm Life. We can show you how to combine it most effectively with a list of sectional papers.

Write for the facts

THE FARM LIFE PUBLISHING COMPANY

SPENCER, IND.
Farm Life

THE JOHN M. BRANHAM CO.
Advertising Representatives
New York :: Chicago :: Detroit
St. Louis :: Atlanta

As They Reap So Shall They Buy—And Farmers are Reaping Big Harvests To-day

Bumper Crop Yield of 1920 Will Enhance Purchasing Power of Farmer and Benefit Nation and World —Some Facts and Figures As the Harvest Begins

By H. H. CHARLES
President, H. H. Charles Agency

IF an advertiser were to ask me, "What do you think of the selling power of the farm paper today?" my reply to him would be, "What do you know of the buying power of the American farmer today?"

Turning squarely away from any discussion of the relative value of the farm paper field for the national advertiser exploiting his product in various classes of media, let us deal in very definite terms with the positive value of the farm market as it presents itself to us in this 1920 harvest season. Thus, perhaps, we may arrive inductively and without controversy at the value of the medium that reaches this market.

HOW GOES THE HARVEST?

That set of facts in relation to the farm field which has the most interest for the advertiser at this moment has nothing to do with farm paper circulations or with past experiences of advertisers in farm papers. Its terms are not "readers" and "inquiries," but "bushels" and "pounds." They make up that most important and most reliable index to the buying power of the farmer in the last half of 1920 and the first half of 1921—the harvest season crop report. I need not go further into statement of the obvious to point out that this is also our most important and most reliable index to the prosperity of the nation—and of the world—over that period.

Here, in salient points from the July crop report of the Department of Agriculture, is the prospect for the 1920 harvest:

1. The nation's prospective harvest yield for 1920 is, in most instances, larger than the average production for the five years 1914-1918.

2. Larger crops than last year are forecast for spring wheat, oats, barley, white potatoes, flax and apples.

3. The South may rejoice in a tobacco yield of 112,000,000 pounds more than the previous largest crop and a rice yield of 11,000,000 bushels over the last high record.

4. Wheat of last year's crop remaining on the farms July 1 was reported as 47,756,000 bushels, or more than 5 per cent of the crop, compared with 19,261,000 last year and 31,923,000, the five-year average. That, added to this year's production, makes available 856,000,000 bushels of wheat, which, according to officials, will be ample to meet domestic requirements and leave a surplus for export.



ONE ON THE CRAPE-HANGER
Courtesy of *Newark News* and *Literary Digest*

5. The condition of the corn crop is reported as not so good as a year ago, but the area planted shows an increase of 671,000 acres. Indications are that the crop will be 138,000,000 bushels smaller than last year's bumper crop, but 19,000,000 larger than the five-year average.

6. Increasingly favorable weather conditions beginning in June are continually improving the output prospects of every important crop. The improvement has been reflected in a forecast of 28,000,000 bushels more in the combined winter and spring wheat crop than estimated a month ago, 7,000,000 more of oats, 8,000,000 more of barley and 2,000,000 more of rye.

EUROPE NEEDS AMERICAN FARMERS

There is the prospect as to supply. The farmer has cause for no less optimism on the score of demand. Probing the future for information on this factor in his economic status he can look to other markets than that of his own country for assurance. What has peace brought to agriculture abroad that will make the American farmer any less essential a contributor to the war-world's well being—no, to its very existence—than he has been in the last five years? Did the signing of the armistice restore a tithe toward its stupendous 1913 yield of 959,818,000 bushels, Russia's blasted wheat production? How far did it carry back toward normal Britain's shrunken harvests? How much — or, rather, how little—did it quiet Central Europe's clamorings for food from outside — which means American—sources?

Only France is holding high her head so long "bloodied but unbowed." In a recent interview published in the New York papers, W. R. Ricard, French Minister of Agriculture, said:

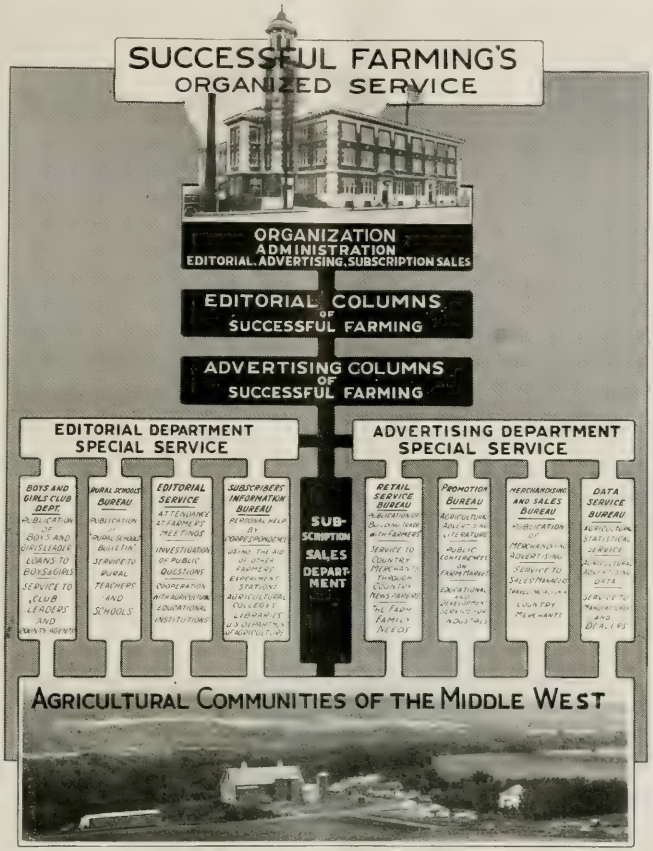
"With their old-time energy and tenacity the French peasants are now on the right road to rebuild the riches of France which were destroyed in the war.

"The French farmer won the war and he now feels that it is his duty to win the peace, and he will do it. The results shown already are encouraging, for the seeding this year of wheat, barley, rye and oats covers nearly 20,000,000 acres. Increases in acreage have been obtained even in the devastated regions, where, with the smallest amount of funds for the work and workers often lacking shelter, more than 1,000,000 acres have been replanted in food products, principally cereals, this year.

"It is impossible to predict what the wheat harvest will be but if the sun will only favor us we will get at least 20,000,000 hunderd-weight more than we got last year, while the oat crop promises to be sufficient to enable us to meet all our needs.

"Today, there are thousands of American and French made farming machines working in various regions of France."

But even these efforts are surety rather of the undying spirit of the French farmer than of his ability to restore France immediately to her pre-war condition of agricultural self-sufficiency and to put back at once the bulge in that traditional



Facts About Successful Farming

Over 800,000 circulation.

More columns of editorial matter—more columns of adverising than any other monthly farm paper in the United States.

Annual pay-roll more than $450,000.

Annual postage over $175,000. It required 25,200 mail bags for our February 1920 issue.

Paper used annually, 8,000,000 lbs., or 266 cars of 30,000 lbs. each.

Maximum number of employees (Weekly) 388.

Have largest magazine presses west of Chicago.

Cafeteria in plant, serving 300 to 350 employees with hot lunches.

Over 1,045,719 lbs. or thirty-four 30,000 lb. cars of paper used for February 1920 issue alone.

Advertising carried during 1919, over $1,954,710.

Advertising carried in February 1920 issue, over 67,000 lines for which the advertisers paid more than $300,000.

February 1920 issue contained 248 pages.

Leads all other farm papers in the United States in

Volume of cash advertising per issue

Volume of commercial advertising per issue

Number of Commercial Advertisers during year

Number of full page advertisements per issue

Number of pages of Editorial and Advertising per issue.

Established, 1902.

SUCCESSFUL FARMING

E. T. MEREDITH, Pub. T. W. LeQUATTE, Adv. Mgr.

DES MOINES, IOWA

"national bank" of France—the historic "bas de laine."

THE CANADIAN HARVEST PROSPECT

M. Ricard intimated as much when he pointed out that during the war the French armies were composed principally of French farmers, a million of whom gave up their lives while another million were disabled, thus creating a loss which will leave its effect on generations to come. Time alone can bring back that France that was "the only nation of western Europe where agriculture remained the greatest national industry, which produced all necessary foodstuffs for her well-being and exported a surplus of butter, eggs, wines, fruit and vegetables, while even animals were sent to her from all parts of the world for breeding purposes."

Never taking advantage of agricultural prostration abroad, the American farmer must accept the opportunity for service to the foreign consumer—and the value of that service. Need we follow the logical chain to its effect on his buying power and on the volume of farm purchases in 1920-1921?

When I write here of the saviour of Europe as the "American farmer," I include in the thought the Canadian farmer. The importance to the manufacturer of advertised products in the United States of the buying power of the farmer in Canada must never be under-estimated. Frederic Hudd, of the Canadian Bureau of Information in New York, writing in a recent issue of Advertising & Selling, pointed out that in 1919 Canada bought from the United States goods to the value of $740,580,225—75 per cent of her import trade with the world and nearly ten times as much as the Dominion bought from Great Britain last year. It was the Canadian farmer-buyer who ran up such totals as these in the first eleven months of the year: $11,419,000 for automobiles, $5,518,000 for gasoline, $4,840,000 for binder twine, $2,858,000 for wool clothing, $2,272,000 for boots and shoes, $1,986,000 for barbed wire, $2,148,000 for other wire, $1,228,600 for plows and cultivators and $404,395 for mowers and reapers.

THE FARMER'S PRESENT BUYING POWER

Writing of the present and prospective agricultural prospects of our northen neighbor and customer, an editorial in the Wall Street *Journal* said last month:

"Europe's bread supply this coming season will depend, in larg measure, upon the spring wheat crop of the United States and Canada. Also the purchasing power of Canada, one of our very best customers, will be measured by the crops which are its main source of wealth. It must be reassuring, therefore, to wheat importing countries and to the business interests of the United States to see every evidence of good crops in Canada.

". . . Soil and weather conditions equal those of 1915 when Canada produced a mammoth (wheat) crop. Compared with last year, the acreage is reduced, but the 16,900,000 acres in wheat are sufficient for a large production with good weather.

". . . Soil conditions now forecast a greater than average production, but even 17.27 bushels per acre (the ten-year average) would mean a crop of 300,000,000 bushels, out of which 150,000,000 or 175,000,000 bushels could be exported.

"The rye area is almost 40 per cent larger than in 1918, and the acreage of oats and barley is greater even than last year. Flax planting is not completed, but a large acreage is expected, while the grass lands cover the same area as last year. Thus, in spite of labor shortage and tight money, Canada will finish the planting period with an acreage close to that of the banner year.

". . . Some statisticians put the value (of the 1920 crop) equal to the country's war debt."

FARMERS ALREADY BUYING

Anticipating a bumper crop yield and assured that there is a demand for every bushel and pound of that yield, the American farmer and his Canadian cousin are already beginning to make their weight felt in the American market. According to a *Farm Journal* graph showing the curves for farmers' sales and purchases through the year, crop receipts on the farm are just now beginning to swing up from the rock bottom early summer level toward the big percentages of harvest months. But all through the month of July the curve of purchases has been climbing. With the crop in sight, the farmer has been "loosening up." He has known since about July 1 that he was going to be able to get that new truck, to buy that new piano, or put that long-planned wing on the old house. He has decided that last year's machinery won't take care of this year's extra-heavy harvest job—and the agricultural implement firms have shared in his anticipated prosperity. It has not mattered if, as the Department of Agriculture reports of the Illinois farmer, his July receipts have amounted to only 7 per cent of his total annual income; he has known that his August receipts would represent 14 per cent of that income. September will strike very close to the same amount and the big buying season will be on. That does not mean that the former's buying is concentrated around the fall months. Indeed, the latest data on farmers' purchases shows that they are pretty well spread over the year. A recent farm paper dealer investigation led to the statement that the highest concentration in any one month comes in December when, in the case of the dealers doing a large business with farmers in the Central States, 10.4 per cent of the year's sales are made, but the other months show proportions varying only slightly between 8 and 9 percent, except for the first three months of the year, when purchases are somewhat lower. It does mean that the fall months see the beginning of buying based on the year's harvest. Then the harvest really begins to make itself felt in terms of purchasing power.

FARM PURCHASES IN THE CITY

The harvest yield is not a matter of concern merely for the mail order house, the cross-roads store, or the dealer in what are classed as strictly farm supplies. I sometimes

Keeping Up With The Times

A FACT A WEEK

To the Editor of THE TIMES:

In behalf of the postal employes of Washington, D. C., I sincerely thank you for your splendid work in aiding us in our fight for increased compensation. The Washington Times has always stood ready to champion the cause of the deserving. I am sure you have earned the everlasting gratitude of every postal employe in the country.

JOSEPH HURWITZ,
Sec. Local 140, N. F. P. O. C.

Government departments are Washington's big overshadowing industry—and The Washington Times is the preferred newspaper of this most important buying unit.

The Washington Times

WASHINGTON, D. C.

think that a good many urban retailers forget how large a proportion of their trade is supplied by the farmers of surrounding rural territory. National advertisers selling to these retailers forget in the same way; discount the farmer influence in pushing up their sales figures. These retailers and national advertisers might be interested in a series of charts that *Successful Farming* has prepared illustrating how the farmer buys in the towns. They show, for instance, that in 455 towns of more than 2,000, average 4,474, the farm trade amounts to about 63 per cent of all that puts money into the retailers' pockets and transfers some of it to the jobbers' and manufacturers'. In the trade of general stores in such towns the farmer shares on a basis of about 62 per cent, in clothing stores about 65 per cent and in hardware stores about 69 per cent. The *Farm Journal*, carrying the investigation to higher population rates, finds that the farmer contributes 56 per cent of the trade of towns between 6,000 and 10,000 population; 50 per cent in towns of between 10,000 and 25,000; and 35 per cent in towns over 25,000.

But why dwell on the importance of the harvest to the retailer from whom the farmer buys directly when everyone knows that the harvest is of transcendent importance to the welfare of the whole nation of the whole world? Our material well-being and our rate of progress in all things material and spiritual are inextricable tied up with the harvest. As the harvest goes so goes the nation—to prosperity or to depression. The farmer who supplies the world's raw material is the modern Atlas and the world rests on his shoulders. The rest of us—call ourselves by what occupational title we please—are all middlemen between him and the ultimate consumer. Woodrow Wilson referring to Theodore Roosevelt's third term ambitions in 1912 and denying the necessity of his opponent's return to the White House said: "There is no essential man." Out there in the wheat fields of Kansas, in the rice paddies of Louisiana, on the cattle ranges of Wyoming there is an essential man. He is the farmer.

THE FARM IS "BIG BUSINESS

Now, at the end of July the "essential man" is facing a splendid harvest. The weather has favored him. He has benefited from the invaluable cooperation of the Department of Agriculture, which under the direction of Secretary Meredith, has contributed in a large way to the solution of problems that seemed baffling last spring, and to the production of present prosperity. His labor troubles have been remedied, if not cured, by the Secretary's recruiting appeals which have sent a veritable army of harvest labor to the grainfields. His own industry and appetite for work have not deserted him. He is going to supply the world in a big way.

And then, when the harvest is over, he is going to buy in a big way; and, verily, Mr. Advertiser, his buying will be well worth your attention. According to the 1910 census—and the figures are probably far higher today—there are 50,135 farms in the United States containing more than 1,000 acres of land. In Middle and Western States like California, Iowa, Nebraska and Illinois the average value of the farmer's holding is well over $15,000. Is this man's money worth considering?

The American farmer makes honest profit and he pays honest cash. An implement manufacturer with a national selling organization told the *Farm Journal* that the farmer of 1918 paid for 89 per cent of his purchases in cash as compared with 19 per cent in 1913. Remember, moreover, that he is buying for a comparatively large family. The 1910 census report estimated the average city family as made up of 4.5 persons, whereas the average farm family has 5.37 persons.

I quote in conclusion from a eulogy on the American farmer, delivered by G. Howard Davison, president of the American International Publishers, Inc., at the convention of the National Foreign Trade Council at San Francisco last May.

"The 'rube' is remembered as a relic of a past day," said Mr. Davison. "The farmer of today is a great wealth producer; a leading citi-



GILBERT D. FALK

"Gil" Falk was Advertising Manager for the Spanish-American Publication La Hacienda before he joined my "family circle." That was a number of years ago.

I don't think there are many representatives in the Chicago Field who are more respected than Gilbert Falk, and I am "mighty" proud of this.

Lane Block

The Scranton Republican

The Republican is a successful advertising medium because it reaches the substantial homes of Scranton.

It doesn't accept any objectionable Medical advertising, and in consequence its Advertising columns are kept as clean as its editorial columns.

It is the real home paper of Scranton, reaching over 30,000 well-to-do families.

Serial adv. No. 12

zen; a banker; a man of affairs; and a power in industry and politics. The farmers of this country represent about one-third of our population and cast about one-third of our national vote. I believe that as a class they represent the best average thinking mind in our population. They are our largest property owners and represent and create a far greater wealth than any other class. They are not easily persuaded by argument, but draw sound conclusions when presented with real facts and truthful information."

REAP WITH THE FARMER

Of course, you have got to consider the American farmer in your selling campaign. Your business will benefit from the exuberance of the 1920 harvest whether you do or not, because all business prospers or languishes as the harvest is abundant or meagre. But the benefit ought to be more direct. The harvest is not only the farmer's. It is yours, because it gives the farmer the means to buy your goods. Reach the farmer with "real facts and truthful information" about your products wherewith you would serve him; do it through his paper—any unit of the American agricultural press—and you shall reap with him the harvest of 1920. The harvest is well worth the reaping.

Remember, the farmer provides for all.

Dutch East Indies Seek Trade With United States

Expressing his firm belief in an enormous expansion in the foreign trade of the United States and urging that the markets of the Dutch East Indies be given careful attention by American business interests, Dr. D. H. Andrae, commercial attache of the Netherlands Government Saturday discussed the situation in this country.

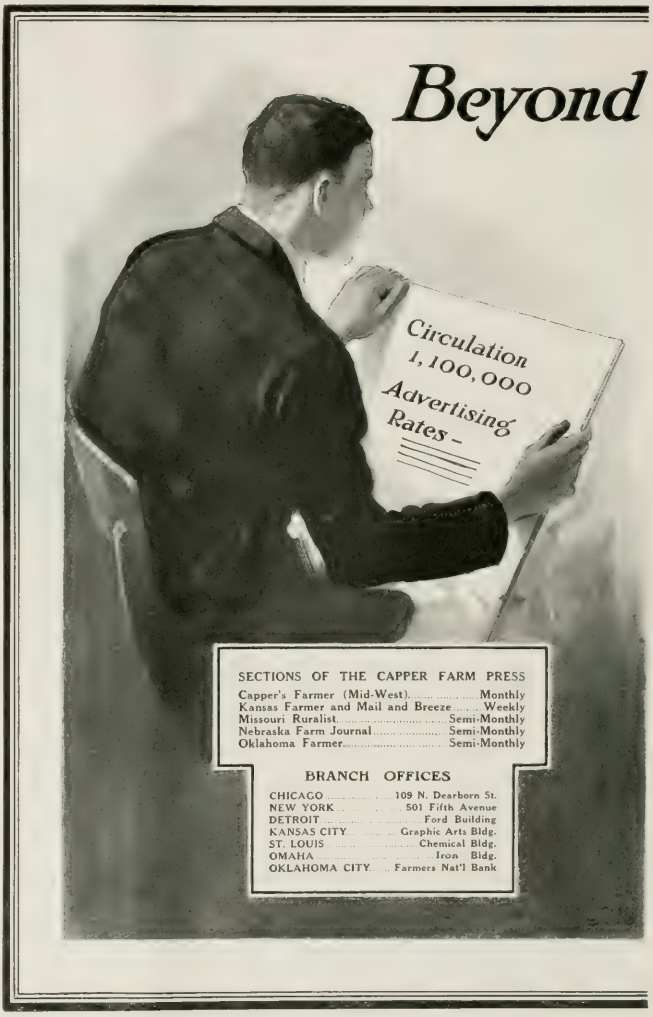
"Here in the United States," he said, "you have foodstuffs, raw materials, everything you need except the products of a tropical climate. We of the Dutch East Indies have those things you lack—tea, coffee, rubber. There should be no obstacle to the development of a very large business between this country and our possessions, simply on the basis of trade—of our having things you need, while you have the things we need.

"At the beginning of the war the Netherlands East Indies Government established here at New York a purchasing office for the colonies. They buy for the colonies railway equipment, telegraph and telephone poles, structural materials of various kinds, etc. Some time ago there was some discussion about discontinuing this office. I can say authoritatively that this office will not be closed. It will be maintained here. While some business from our colonies will necessarily go to Europe, the bulk of it must come to this country.

"Next month a representative of the Government from Java will arrive in this country to study the electrification of our railroads. Java wants her railroads electrified. That is simply one instance I cite to show what is going on out there. Few people here realize that those people are energetic and progressive. Europe still is more dependent upon the United States than most people realize. Europe must look to the United States for much that it needs, and the same thing is true, in exaggerated degree, of other countries of the globe which are non-manufacturing countries. It was to Europe that these countries formerly looked for many supplies which now they must come to the United States to get. South America is not manufacturing territory, neither is China nor our own East Indies. We must look to you for our needs in large measure.

"Do not think that because of the financial situation these countries are all seeking to borrow money from you to better their own condition. The Dutch East Indies do not want to borrow your money, but they do want to trade with you. They want to exchange their products which you need for your products which they need. They will pay you in goods and that is the foundation of all trade. Finance is simply a simlpified form of handling those transactions.

"Holland, by itself, is not a great exporting country, although some exports of dairy products from there to Atlantic coast ports here have been made. But, exports from the Dutch East Indies are growing very rapidly and I believe are destined to grow in even larger degree in the near future. Some American industries have invested funds in plants in the East Indian colonies, notably the United



State Rubber Company and I believe, the Goodyear Company.

"We would like to see more American capital invested there. I believe that there is a great opportunity for American investors and American business men there and it is only a question of time when the Dutch East Indies will occupy a larger place in the mind of American business and industry than now is the case."

India Wants Canned Goods

A profitable market for certain American agricultural products may be developed in India, according to the American Consul at Karachi. Indian importers are anxious to buy American farm products, especially canned goods. The consumption of the population is enormous, and with proper energy devoted to building up a trade there seems to be no reason why American goods should not find a ready sale throughout India, the Consul's report continues.

"There is really but one reason why the United States does not occupy a much more prominent position than it now does in the import figures of this country," reads the consular report.

"That reason is simply this: The United States is not to-day making a consistent and consolidated effort to offer to India's importers and merchants the merchandise they want and are well able to pay for."

With a reduction in our English trade in condensed milk, for example, efforts should be made to develop a permanent market for this product in India, the Department of Agriculture points out.

the Visible Facts

We welcome a comparison of our circulation figures and advertising rates with other media. But in judging the value of The Capper Farm Press as an advertising medium, you should also consider:

The wide-spread popularity and influence of its publisher and editors with the farmers of the Midwest.

The solid, substantial qualities of the Midwest farm folk and their general prosperity.

The extraordinary amount of reader-interest maintained by The Capper Farm Press on account of its practical close-up service to the farmers.

The far-reaching effects of an organization continually striving to render the best possible service to its readers and advertisers.

These things must be considered before you can fully appreciate the true value of

The
CAPPER FARM PRESS

(MEMBERS A. B. C.)
Marco Morrow, Asst. Publisher

Arthur Capper, Publisher
TOPEKA, KANSAS

Peru Ratifies Copyright Pact

Secretary Houston has announced that word had been received from the Minister of Finance of Peru giving informal notice of the ratification by the Government of Peru of the copyright convention signed in Buenos Aires Aug. 11, 1910; and that under authority conferred by the national Congress of Peru, instructions were being given by the Minister of Finance to the persons charged with the revision of the customs tariff, not only to prepare import and export statistics on the basis of the international classification of merchandise adopted at the statistical conference at Brussels in 1913, but that so far as practicable the tariff schedules themselves were to be reorganized on that basis.

Peru is the sixth country to prepare its import and export statistics according to this schedule, and, in addition, is the first to attempt the rearrangement of its customs tariff on the basis of the Brussels classification.

The formal notice of the ratification by Peru of the Copyright Convention will be deposited, under the terms of the convention itself, with the government of Argentina, which will in turn notify the other signatory governments.

China Wants Our Canned Goods

Consul General A. W. Pontius, Mukden, China, states there is still a demand for American canned goods in Mukden, and calls attention to the advisability of American packers and canners keeping a personal representative in Manchuria, or appointing reliable firms as their agents, as at present local dealers have to obtain their supplies of American products from Shanghai, through Chinese middlemen who obtain their goods from the foreign importers. Consequently, by the time the goods are placed on the retail market the price has become prohibitive except to the better classes. American goods should be advertised by means of attractive posters and in the daily press and periodicals, and goods should be packed securely so as to reach their destination undamaged.

Fewer Commercial Failures

There were 3,352 commercial failures in this country during the six months ending June 30, involving aggregate liabilities of $86,743,876. This total was smaller than that for any corresponding period since 1881. On the other hand, the aggregate amount of liabilities was larger than it was in the first half of 1919. When examined according to occupation the half year's insolvency record discloses betterment, both numerically and otherwise, in manufacturing lines as compared with figures of the same period in 1919, but the trading aspect is adverse in each respect and the liabilities of the class designed as "other than commercial" are very much above last year's although the number of failures is smaller.

N. Y. State Has 515,567 Autos

Figures issued by Secretary of State show 515,567 cars registered in New York State so far this year, increases of 72,079 cars over year ago. New York City zone has registered 197,426 cars for first six months of 1920, compared with 165,037 for same period last year. Secretary of State predicts 600,000 cars will be owned in state within few months.

A Manual of Newspaper Advertising

An Interesting and Helpful Work in Two Sections That Publishers and Advertisers Will Find it Wise to Consult

WITHOUT a doubt one of the most helpful and constructive works issued this year on advertising is the study called "Attainable Ideals in Newspaper Advertising." It is a revelation of the effective and artistic possibilities which await the newspaper advertiser when the proper illustration, engraving, type and layout are employed.

As told in Advertising & Selling, when the book was issued, it is the product of a dozen or more experts who have associated with them an advisory committee of eighteen well-known advertising men and a staff of thirty-four illustrators, among whom were many of the country's leaders. Carl W. Jones, advertising manager of the Minneapolis *Journal*, conceived and developed the idea and it was most successfully carried out under his direction as head of the Committee for Newspaper Research. This group consisted of, besides himself, Malcolm H. Ormsbee, Merrill Rogers, Benjamin Sherbow and Richard J. Walsh. These men worked for more than a year in preparing the book. The cost of the publication was paid by the Brooklyn *Daily Eagle*, Minneapolis *Journal*, the Des Moines *Capital*, Sacramento *Bee*, Milwaukee *Journal*, Omaha *World-Herald*, and their national representatives, O'Mara and Ormsbee.

The book is in two sections. Part I consists of text matter which takes up comprehensively and without bias the points for and against newspapers as an advertising medium. Part II is a 40-page newspaper, printed on the usual stock, under regular newspaper conditions, in which is taken up the problem of getting satisfactory effects in illustration, reproduction and typography. It is filled with specially prepared sample advertisements which illustrate different phases of the problem. The "copy" of each advertisement, in a very clever manner, is expository of the principle involved, making this section highly illustrative and suggestive.

While some of the subjects treated may be elementary to the seasoned advertising man, there are numerous pointers for everyone to be found, especially in the article which treats on the best engraving processes.

There are five technical articles in Part II: "Effective Copy for the Newspaper Advertisement," "Layout Analysis," "The Best Use of Illustration in Newspaper Advertising," "The Best Engraving Processes for Newspaper Advertising" and "The Effective Use of Type in Newspaper Advertising."

In the article on effective copy, the preparing of newspaper advertising is placed in interesting parallel with the game of golf. And another subdivision equally interesting is "Think of your newspaper advertisement as a Picture," which tells how a professional advertising man goes about his work. "Layout Analysis" dissects the layout into its ten component parts, as follows: (1) text, (2) headline and subheads, (3) main illustrations or diagrams, (5) logotype display of name of product or company, (6) product, (7) trade mark, (8) decoration, (9) package, (10) panel (containing illustration or both). Miniature full-page advertisements are shown demonstrating layouts with from one to eight of the elements given above.

The chapter on "The Best Use of Illustration" classifies illustrations into six classes and tells where to obtain illustrations, besides a good treatment of their application. Much is to be obtained from the "Best Engraving Processes for Newspaper Advertising." The choosing of illustrations for reproduction, pointers on handling the illustrations and the technical processes of reproduction are subjects which are highly informative. Especially valuable will be the treatment of the "quarter tone" process. Particularly in this method and in the woodcut do great possibilities exist. The "quarter-tone" is said to be the best method of making illustrations for newspapers, and the woodcut is very effective in suggesting in black and white the effects of color. As yet, however, both processes are practically untouched as a field for obtaining different effects.

"The Effective Use of Type in Newspaper Advertising" is treated here in four full-sized newspaper pages. Benjamin Sherbow, in handling this, stresses the selling value of type, rather than the attractiveness and beauty, which most people are apt to do. He compares type to a flight of stairs leading into your message. The stairs, he says, can be made easy and attractive for the public to climb or too "steep" and hence repellant to the reader. Mr. Sherbow tells how to get the right display, gives general hints on the use

SEVENTH OF A SERIES

"Forget 'em, We've Their Money"

It is a practice of The News to make a check-up on distribution and consumer attitude towards a product after the advertising has been appearing long enough to begin to have effect. The News does not want to "forget 'em" because it realizes that the proper way to use newspaper advertising is on a year-in-year-out basis.

THE INDIANAPOLIS NEWS

New York Office
DAN A. CARROLL
Tribune Building

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg.

USE NEWSPAPER ADVERTISING ON A THREE-YEAR BASIS

of display type and explains the typography of the body of the advertisement. Comparisons of good and bad display make the visualizing of his points easy. In the last chapter figures on the length of type lines, and the size of leading type lines are useful. The sample advertisements in the remainder of the newspaper designed by Mr. Sherbow, as throughout, bring out his principles strongly.

Ten thousand copies of this expensive work, one of the recent contributions made to newspaper advertising, have been distributed throughout the country to advertisers and advertising agencies. The books are greatly admired and the authors are being complimented on their progresive and striking contribution to the advancement of newspaper advertising.

General Electric Sales Largest Yet

In the first five months of 1920 the General Electric Co.'s billings to customers were at an annual rate in excess of anything in the company's previous history. Sales billed for the five months' period totaled 106,252,420, or at the rate of $255,000,000, for a full twelve months. Prior to this year, 1919 was the record fiscal period, with sales of about $230,000,000. It is of interest to note that no longer ago than in 1916 the company was transacting only $134,000,000 of gross business, which indicates a rate of expansion approaching 100 per cent in four years.

American Candy Abroad

That American candy is becoming more and more popular abroad is shown in the figures published by the statistical department of the Bureau of Foreign Commerce in Washington. The exports of confectionery from the United States in 1919, amounted to $12,305,082, which is ten times the amount ($1,225,928) for 1918.

All during the war the American exports increased and imports decreased, the amount of the imports in 1918 being only $25,081. The imports during 1919, amounted to $195,464. A big proportion of this came from Canada and Italy. The imports from France amounted to only $1,030.

Consular reports indicate that the American Expeditionary Forces, by giving candy to children in Europe, unconsciously conducted the greatest advertising campaign for American confectionery ever devised. The returns are apparent in the greatly increased exports to Belgium, Great Britain, Germany and other European countries.

As regards France, Spain and Switzerland, it is explained that they have highly developed confectionery industries and therefore supply their own needs, and even manufacture enough to export.

New York, Massachusetts and Illinois lead the states in the production of confectionery. The confectionery industry of the United States consumes 8 per cent of the total amount of sugar consumed normally.

U. S. Rubber Sales $129,000,000

Total sales of the United States Rubber Co., for the first six months of this year, amounted to $120,000,000, an increase of $20,000,000 over sales for the first half of 1919.

Page & Shaw Sales Increasing 35 Per Cent

Otis Emeson Dunham, president of Page & Shaw, in a recent interview said: "Our total sales over the past five or six years have shown an annual increase of about 35 per cent, and will this year exceed $6,000,000, distributed through fifteen establishments in this country, each covering a given radius, seven in Canada, and four in England, and about 5,000 retail agencies.

Goodyear Sales Show 60 Percent Gain

Sales of the Goodyear Tire & Rubber Co., Akron, Ohio, for the first six months of this year show an increase of 60 percent over those for the first half of 1919, in which year the total gross business for the twelve months was approximately $160,000,000, comparing with less than $10,000,000 ten years ago. Goodyear's passenger tire business so far this year has increased 79 percent in casings and 107 percent in tubes. Truck business shows an increase of 577 percent over the same period last year.

Maryville Advertising Club Has Paper

"Ad-Talk" is the name of an eight page paper which the Maryville Advertising Club of Maryville, Mo., has started to publish as its official organ.

You Need

Philadelphia

The third largest market in the United States.

National advertisers and advertising agencies who are now planning for Fall and Winter advertising campaigns in the daily newspapers will naturally think of "The Bulletin" first when they think of Philadelphia.

Practically every home, office, store and factory in Philadelphia and its vicinity is visited each day by "The Bulletin."

"The Bulletin's" reputation for the quick, careful and complete telling of the day's news makes it Philadelphia's preferred daily newspaper.

Dominate Philadelphia

You can at one cost reach the greatest number of possible consumers in the Philadelphia territory by concentrating our advertising in the newspaper "nearly everybody reads"—

The Bulletin

Net paid average circulation for the six months ending April 1, 1920, as per U.S. Post Office report:

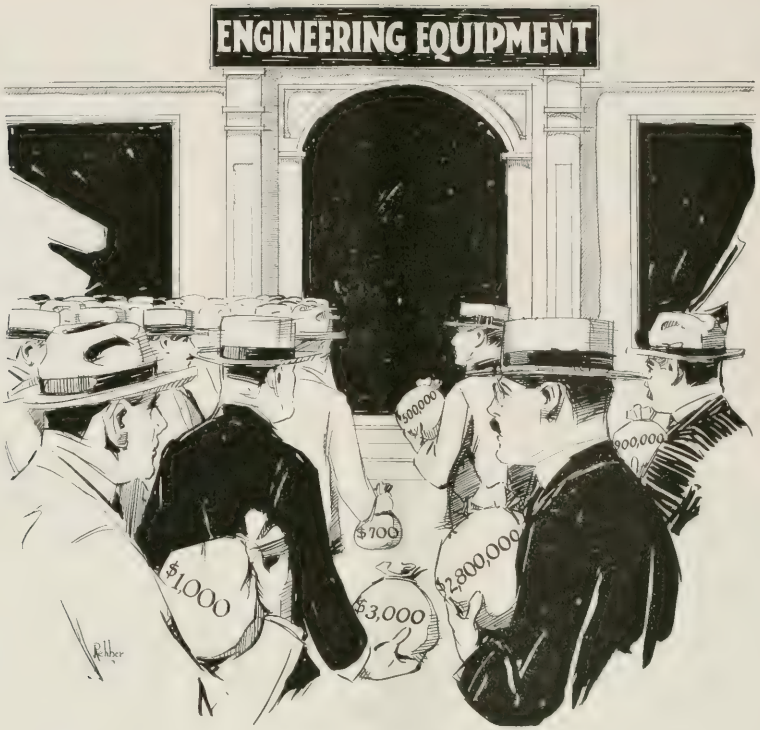
In Philadelphia nearly everybody reads the Bulletin

466,732

copies a day

No prize, premium, coupon or other artificial methods of stimulating circulation have ever ben use by The Bulletin.

424,845 Philadelphians have an average of $530 in the Savings Banks of Philadelphia.



Not "How many are there?"
But "How much do they buy?"

When you buy space in the general publications it is perfectly correct to lay prime stress on "quantity" circulation.

But in buying technical journal space this is only indirectly a vital consideration. Of course, you have a right to, and should have, A. B. C. audited circulation data, but there are two other questions you must consider first:

1. What is the total buying power of the field which the paper in question serves?

2. How thoroughly does the paper cover that field?

Take, for example, the "Electric Railway Journal." Space buyers whose first thought is quantity might not at first grasp the full value of its 6,650 circulation. Yet that modest figure is enough to reach the executives who control 99 per cent of the existing electric trackage of the country (actual count), men with a disbursing power of at least $1,000,000,000 a year.

Measure the other ten McGraw-Hill journals by this rule and you will find that, while the circulation is there—hand-picked, A. B. C. audited—yet it is not the big thing which these dominant technical publications have to sell. What you get when you use McGraw-Hill space is direct access to the men who buy the equipment and material for the civil, electrical, mechanical, chemical and mining engineering fields.

The 11 McGraw-Hill Publications

Power
Coal Age
American Machinist
Electrical World
Electrical Merchandising
Journal of Electricity
Electric Railway Journal
Engineering News-Record
Ingenieria Internacional
Engineering and Mining Journal
Chemical and Metallurgical Engineering

McGRAW-HILL CO., INC.,

Tenth Ave. at 36th St., N. Y.

The Men and Women Who Make Our Mediums

JAMES H. McGRAW

President of the McGraw-Hill Company, Inc.

One of a Series of Informal Visits with the Leading American Editors and Publishers with the Object of Interpreting What They Mean to Advertisers

By E. WALTER OSBORNE

"DEFINE publishing and you have defined James H. McGraw," says one of Mr. McGraw's editors in a tribute to his chief printed in a recent issue of the *Electrical World* to signalize the completion of thirty-five years of publishing service by the head of the McGraw-Hill Company, Inc.

It ought to work the other way around: Define James H. McGraw and you have defined publishing.

There may be some reasonable doubt as to whether the readers of Advertising & Selling would be greatly elated to find publishing reduced here to a definition. There is no doubt but what they will be highly interested to have the publishing success that is the McGraw-Hill Company explained in terms of its dominating personality.

STARTED AS A TEACHER

James H. McGraw started his career as a teacher. He is still a teacher, but his class has grown from the countryside scholars of a little rural district in Chatauqua County, New York, to a loyal group two hundred thousand strong. Two hundred thousand? There are two hundred thousand on the combined circulation list of his eleven publications, but his "boys"—the engineers of North and South America who read McGraw-Hill journal—must number many times two hundred thousand.

The authority of a giver of service to the engineering world has been won by Mr. McGraw by what the writer of the tribute calls his "fundamental viewpoint of service that marks the true teacher," combined with what the same writer defines as "the courage and vital personality of a successful leader of men," and by thirty-five years' purposeful concentration on the task in hand.

James H. McGraw was born in Panama, Chatauqua County, N. Y., December 17, 1860. Like many another farmer's son, his tastes did not turn towards farming and, after being graduated from the State Normal School at Fredonia, N. Y. as valedictorian of his class, he went into school teaching and for two years was a rural pedagogue. But a school teacher's salary did little more to satisfy the needs of youth in those days than it does in these, so young James H. McGraw undertook to supplement his wintertime stipend by selling subscriptions during the summer vacation to *Power*, *Street Railway Journal*, and the *Journal of Railway Appliances*, three papers then being published in New York by the American Railway Publishing Company. This awakened his interest in technical journalism and led him to step wholly out of the little red school house and onto the advertising staff of this group of technical papers. When Mr. McGraw became Philadelphia representative of these publications, the *Street Railway Journal*, with which he became more closely identified later, was a horse car periodical. Its advertisers included harness manufacturers and dealers in fodder. It maintained a veterinary department. But the era of the tremendous development of street railways was at hand and Mr. McGraw's Scotch-Irish long-headedness advised him that the paper must expand with that development. In 1888, through purchase, he became active head and publisher of the *Street Railway Journal*.

Looking back at the beginnings of his career as a technical publisher, Mr. McGraw is fond of giving credit for many of the ideas and ideals that have carried him to success to James Dredge, one-time publisher of *London Engineering*, his personal friend and senior in the technical field. James Dredge, leader in British engineering journalism, is now dead,

(*Continued on page* 35)



JAMES H. McGRAW

The Farm Journal

1,050,000 This Month



"All the Bull is On the Cover"

One of our editors is sometimes slangy—but his remark does sum up our August issue accurately! The Farm Journal was never more helpful, more genuinely valuable. It earns the largest farm audience in the world simply by giving most service. Take August as example—where else is there a definite plan offered for being sure of enough cars to move the harvest? The whole project is outlined in less than a column, but it is practical, workable and to the point. You will be a lot more useful to your business if you know what The Farm Journal is doing every month.

Ask for August. Your copy awaits you.

The Farm Journal

15 E. 40th Street, New York City.

Washington Square, Philadelphia.

Crocker Bldg., San Francisco, Cal.

Mallers Bldg., Chicago, Ill.

Basing Your Advertising Upon Performances

The Modern Tendency to Let Claims Be Supported by Satisfied Customers Wins Results

By CLARENCE T. BARTLETT

THE demand for facts in advertising has been well responded to in the present day frankness so evident in advertising copy—especially in "commercial advertising." The banker, manufacturer and office appliance distributor have made every effort, of late, to convince prospects of their achievements rather than of their promises. And in this endeavor—what has been more successful than the "letter reproduction" copy?

In the days of early patent medicine and cosmetics publicity—it can hardly be referred to as advertising—every effort was made to impress with testimonials. Letters and more letters were reproduced. Names and pictures of "famous people" were run in batches. The flattering words of politicians, actresses and pugilists were featured—and still are. The value of testimonials has ever been known in advertising but only recently has any real, sincere effort been launched toward the publication of genuine testimony.

The very fact that Charlie Chaplin favors Eagle cigarettes may have some effect on the sales of white smokes to the men—if not the women—of our country. But the business man contemplating the installation of half a dozen new computating machines is not apt to be swayed by a signed sentence announcing that the Fairbanks' studio just adores the Lightning Calculator. He demands facts—substantial facts—and these are being supplied in the reproduction of "letter testimony."

BIG CONCERNS DOING IT

The reproduction of letters in advertising not only convinces and furnishes genuine selling arguments, but also makes good advertising copy—ofttimes better than can be manufactured for the popularization of the product. A full reproduction of an unsolicited, or solicited testimonial — letter-head, message and actual signature—is an evidence of truth and a direct recommendation of the product. Moreover, such letter testimony, supplies "third person" copy. The consumer is the writer of the advertisement. He furnishes the selling arguments. It gets away from self-promise and self-praise.

Every advertiser, large and small, has a wealth of copy in his letter files—good copy, too! A conference with the sales department, the credit department and the executive correspondence department will quickly reveal the fact. When the copy is found there—and if your product is a worth while one it surely will be—it can be most attractively presented.

SOME NOTABLE CASES

Advertisers who have shunned letter testimonial reproduction because of its stiffness should read some of the splendid Splitdorf Spark Plug full page magazine advertisements wherein "the letter" is most pleasingly handled. Challenging these advertisements, the Champion Ignition Company, also played up letter testimony with a full page in the *American*. The declaration of "AC Spark Plug" merits by Roland Rohlf of the Curtis Engineering Corporation, stands out as the feature of the advertisement and reproduced at the end of their own copy, and just above Chief Mechanic Rohlf's airplane picture, clinches the selling arguments of the page with evidence of undisputable fact. The Traffic Motor Truck Company, of St. Louis has not hesitated to let the *Saturday Evening Post* introduce letter testimony to prospective buyers, while the Royal Typewriter people, in a very unique way, follows a similar plan in all periodicals.

The American Mutual Liability Insurance Company, of Boston, have for several months made testimonials their *Saturday Evening Post* feature and the evidence of their low cost insurance as substantiated by the reproduction of typewritten dictations of nationally known business men and commercial house representatives has won them much consideration. The National Safe Company of Cleveland and the Stromberg Electric Company of Chicago are other full page advocates of this convincing copy plan.

The Addressograph Company recently came out in *Life* with a full page spread in which a Burroughs Adding Machine letter was starred with almost as much emphasis as their own name. This use of letter testimony—of one advertiser advertising the other— is doubly useful inasmuch as the reader immediately recognizes the writer of the testimonial—more so than when an unknown name is used although the unknown contributor lends sincerity in just the opposite manner.

The American Collection Service, whose advertisements offering a course in collection knowledge are known to all, have almost since their inception been made up of a combination of letter testimonials from successful respondents. C. J. Woodin, one of their star graduates and whose letter has graced the top of their full page advertisements for several years, represents the most telling character in their copy. The inquiries he answers on behalf of the American Collection Service are the best arguments possible because his letter and success is genuine.

VALUABLE FOR MAIL PURPOSES

The success direct-by-mail advertisers have gained with the aid of letter testimony has inspired magazine advertisers to give this source of copy preparation better trial and it is evident that the same skill as applied to making other features of advertising attractive is reaping its reward in this plan.

Schools such as the Alexander Hamilton Institute are featuring letter testimony more than ever, not only in magazine and direct-by-mail advertising—but also in providing their salesmen with batches of reproduced letters for distribution and exhibition.

The columns of trade papers are well represented in letter testimony and it will not be surprising in the continued advance of advertising to find copy seekers applying this convincing method of sales arguments to bill-boards and street car advertising.

Canada's Trade Increases $136,000,000

During April, May and June, Canada's foreign trade increased $136,000,000 over that for the same period in the previous year, according to trade statistics issued this week by the Department of Customs. The total trade for the three months ended June 30 was $591,087,460. Exports of domestic goods during the three months represented a value of $237,236,700.

ANNOUNCING

The advent of a Business Journal devoted to the establishment of correct merchandising methods in the Tractor, Tractor-Drawn Implement, Power-Farming Field. This publication will be known as the

FARM-POWER Merchandiser

For **Manufacturers, Distributers and Dealers**

FRED M. LOOMIS

for over forty years connected with the Tractor and Implement Field—well known to Manufacturers, Dealers and Farmers; for several years past Tractor Editor of The Class Journal Company publications, MOTOR AGE, MOTOR WORLD; and AUTOMOTIVE INDUSTRIES—is Directing Editor of FARM-POWER MERCHANDISER.

ALLEN SINSHEIMER

for five years one of the Editors on the staff of The Class Journal Company, publishers of MOTOR AGE, AUTOMOTIVE INDUSTRIES, MOTOR WORLD and the COMMERCIAL VEHICLE, and now Editor of PAPER, another publication owned by Wm. B. Curtis, will act as Consulting Editor of FARM-POWER MERCHANDISER.

FRANK W. MAAS

formerly with POWER FARMING and later for several years representing the IMPLEMENT & TRACTOR TRADE JOURNAL, and now Vice-President of the Curtis Business Papers, Inc., is Western Manager of FARM-POWER MERCHANDISER, with offices in the Mallers Building, Chicago.

ARTHUR J. McELHONE

for the past four years Special Service Representative and later Publicity Manager of The Class Journal Company, publishing AUTOMOTIVE INDUSTRIES, MOTOR AGE, MOTOR WORLD and five other magazines, is Business Manager of FARM-POWER MERCHANDISER.

This publication will reach distributors and progressive dealers throughout the United States, and will be read from the start by the large number of those in the trade and industry who have been readers of Mr. Loomis' articles which have dealt with the Tractor Field in a way and with a knowledge not to be found elsewhere.

FARM-POWER MERCHANDISER

will be published by the

CURTIS BUSINESS PAPERS, Inc.

PUBLISHERS

FARM-POWER MERCHANDISER | TRACTOR AND IMPLEMENT EXPORTER | FARM-LIGHT AND POWER

471 Fourth Avenue, New York

CHICAGO OFFICE: 1105 MALLERS BUILDING, Frank W. Maas, Western Manager.



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer.

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

but his magazine continues as an important force in the industry abroad and his vision of the fundamental relation between the progress of engineering and the influence of engineering literature on the thinking of the men in the field lives on this side of the water in the McGraw-Hill policies.

The '90's saw Mr. McGraw venturing into new but allied technical fields. He founded the monthly *American Electrician* in 1896. In 1899, he purchased the *Electrical World* and the *Electrical Engineer*, the two leading weeklies in the electrical field. With the consolidation of these two weeklies into the *Electrical World* came the McGraw Publishing Company in 1899, and offices were established in London, Chicago, Denver and San Francisco. Later the *American Electrician* was also merged with the *Electrical World*.

From these publications the McGraw idea has come to dominate eleven technical and trade journals. It would be incorrect to say that James H. McGraw gave eleven technical and trade journals to the engineering world and Mr. McGraw would be the first to resent such a statement. Firmly "sold" on the idea that a business paper should be born out of a demand for editorial content and not out of a supply of advertising space to sell, he has carefully avoided expanding his own business at the expense of crowding the publications field. All of his publications have started with something more than a dummy. Most of them have been developments of older journals in the field. *Electrical Merchandising*, for example, in addition to being in the nature of a rib taken out of the *Electrical World* to serve the distribution end of the electrical industry, was the "McGrawizing" of *Electrical Merchandise*, a little paper with 1,200 subscribers on its circulation list. As a result of the "McGrawizing" process, that circulation has jumped to 15,000 names. The *Journal of Electricity*, published in San Francisco to cover both the manufacturing and the distributing interests of that separate and distinct field that lies west of the Rockies, a periodical requiring special advertising copy and featuring in its columns the names of the Pacific Coast branch houses of the national advertisers, was similarly built upon the foundation of a predecessor which Mr. McGraw's judgment had told him could be developed.

Mr. McGraw's sense of publishing opportunities and his vision of the possibilities of the place of a publication in engineering development is well illustrated in the case of two of his publications, *Chemical and Metallurgical Engineering* and *Ingeneria Internacional*. "Chem and Met," as it is known for short in the McGraw-Hill organization, was established long before the American industries recognized chemical control of processes in the way they now have. Mr. McGraw saw the possibilities of the great journal now bearing that name when it was a thin little sheet with relatively few prospective readers or advertisers.

HIS "PUBLISHING SENSE"

Ingeneria Internacional, established in 1917, similarly was founded on the idea that engineering development proceeds industrial development. The Spanish-speaking engineers wanted an engineering journal. American industry needed a publication to give these engineers a knowledge of the best of American practices in engineering. Out of this need of an engineering periodical in Spanish came *Ingeneria Internacional*—the first American-published engineering journal to circulate mainly south of the Tropic of Caveer.

One of Mr. McGraw's favorite theories is summed up in the expression, "editors first," which is another way of saying "service first." He believes that, to be successful, the magazine must make good its pretentions of service to the field before it has a right to pretend service to the advertiser. The power of his magazines is based not only on the size and the constitution of their A. B. C. lists, but on their authoritative standings in their various fields. To achieve and hold that standing, Mr. McGraw has added to a high salary scale for his executives the inducement of an opportunity to give service that is honored wherever engineering is honored. Thus, he is able to compete successfully with the employers of engineering talent in the manufacturing and merchandising fields and to draw to his side men who are of recognized authority in their lines.

PICKING HIS EDITORS

A resumé of the editorial life histories of twenty-four men in the McGraw-Hill service shows that six came directly to editorships or associate editorships from university or college work; two were instructors in civil engineering; one was an assistant professor of electrical engineering; one was a professor of mining engineering; one was president of a school of mines; one was a professor of metallurgy. Six came up through the staffs of the papers on which they are now editors or principal associates, starting as young men taken out of the industry they now serve. One was graduated di-



Meet

WILBUR L. DAVIDSON

Advertising Manager

The Maryland Farmer

FORMERLY WITH

PIERCE'S FARM WEEKLIES

Mr. Davidson is making a survey of Maryland's farms, which produced $205,000,000.00 in 1919, an increase of fifty per cent over 1918.

Maryland has been overlooked by many national advertisers who considered size rather than production. Maryland with forty-eight thousand 103-acre farms is the most fertile and unworked field in the United States for the extension of an advertising campaign.

If you have an account—whether it be automobiles or tires, dairy feeds or silos, seeds or fertilizers—and want any information regarding the Maryland situation—ask Mr. Davidson and he will send you a survey based on your particular request.

THE MARYLAND FARMER

JOHN E. RAINE, Publisher. BALTIMORE, MARYLAND

rectly from a technical school into editorial work. One was a writer in an advertising department for a manufacturing plant. Two were originally newspaper men. Three came out of government work. Four came out of positions of large experience in manufacturing companies. One was a prominent consulting engineer.

Mr. McGraw has one other theory about his editors which should interest advertisers who stand to benefit from the "closeness" of the medium to the field it serves. This is that the editors should keep outside to keep on the inside. Interpreted, that means that Mr. McGraw has always felt that the men responsible for the service of his publications should not stand apart from the industries they cover as mere spectators—as innocent bystanders—but should be very closely in touch with what is going on everywhere within the industry. It is a part of that policy to have the principal editors spend most of their time traveling out in the field. A McGraw-Hill man is not a desk man. Mr. McGraw has achieved a reputation in his editorial circle for his willingness to O. K. any and all expense accounts representing travel throughout the field.

BRINGS IN HILL COMPANY

In 1917, five new publications were taken under the McGraw wing "at one fell swoop." At that time, the company was publishing *Chemical and Metallurgical Engineering, Electrical Merchandising, the Electrical World,* the *Engineering Record,* the *Journal of Electricity,* and the *Electric Railway Journal.* The acquisitions were the units of the combination which had been built up by the late John Hill—the *American Machinist,* the *Engineering News,* the *Engineering and Mining Journal, Coal Age* and *Power*—the last named being one of the periodicals via the circulation staff of which Mr. McGraw had made his entry into the world of technical publishing in those vacation days of his early manhood. Upon Mr. Hill's death, the interests of the two powerful groups were amalgamated and the McGraw Publishing Company, Inc., became the McGraw-Hill Company, Inc. One of the changes which followed was the consolidation of the *Engineering News* and the *Engineering Record* under the title of the *Engineering News-Record.* The staff of each of these publications derived considerable satisfaction from the proof of the distinct service that each had rendered when it was shown by the McGraw-Hill circulation department that the combination of these two magazines of approximately 18,000 circulation each, had produced a resultant circulation of 34,000—the overlapping having been so small as to effect only 2,000 subscriptions.

A year later Mr. McGraw reached the completion of a third of a century in the technical publishing industry and the men and women of the McGraw-Hill Company put up a tablet to him in the New York home of his publications "to commemorate his thirty-three years of service as a publisher, to bear witness to his vision, his ideals and their influence on technical journalism and engineering thought, to testify to their pride in his accomplishments, their faith in his leadership, their admiration, respect and love."

HIS "OUTSIDE INTERESTS"

Mr. McGraw lives in Madison, N. J., and if he can be said to have any interest outside of engineering journalism it is in Jersey politics. He is a Republican and stands high in the councils of that party in the state. It is a fact well-known to Mr. McGraw's friends that the Republicans of the "Skeeter State" have stood

BOYS' LIFE—

What it is
What it stands for

BOYS' LIFE is the official magazine of the Boy Scouts of America, but it is in no sense a house organ or trade publication; and its general all around excellence has drawn to it thousands of readers who are not Scouts.

BOYS' LIFE is an out-of-doors, adventure magazine for boys; edited by Scout men who have made their life work the study of boys and who know what a boy likes, how a boy thinks and what a boy wants to do. It is conducted on the principle that has made possible the Boy Scout Movement's splendid effect on the character of boys.

An Editorial Board of eminent men, having a sincere interest in work for boys, examine the magazine, passing not only on the editorial matter, but all the advertisements. No fraudulent or deceptive advertisements are accepted.

Every issue of BOYS' LIFE is packed full of the finest stories for boys—stories that have plenty of excitement in them, plenty of fun of the right sort, plenty of uplift. Articles and stories on camping, woodcraft, handicraft, scouting, natural history and nature study; hiking, photography, baseball, football, and field athletics; in fact, every sport, recreation or activity in a boys' life presented for the entertainment of all boys.

Finally, BOYS' LIFE is published by the National Council of the Boy Scouts of America not as a commercial enterprise, but as an influence for good among all boys.

BOYS' LIFE

THE BOY SCOUTS' MAGAZINE

BOY SCOUTS OF AMERICA, Publishers

Member A. B. C.

200 FIFTH AVENUE
NEW YORK

203 SO. DEARBORN ST.
CHICAGO

ready to send him to the United States Senate at any time he gave the word.

However, he hasn't given the word yet. It is extremely doubtful whether even the honors of the White House could lure James H. McGraw away from what is his vocation and avocation rolled into one—engineering journalism. A search on the part of the writer to find interruptions in the publisher's preoccupation with his chosen work—hobbies, sporting interests, propensities to travel, acquisitive fancies—were fruitless. He pays some generous attention to Y. M. C. A. work in New Jersey, some to banking in New York, has done a great deal toward the building up of the American Electric Railway Association and is an active member of the American Institute of Electrical Engineers and of the Engineers', Railroad and Republican clubs. But he is first and last and before all else an engineering publisher.

In a recent address, Mr. McGraw said of the man he has served so long, so well:

"The engineer, to a certain extent, is a romantic figure in the public mind. He appears now in the lighter works of fiction as the hero, instead of the pioneer farmer, or lawyer, or the man of business, who used to be the heroes. But the public as a whole is not conscious of the fact that the engineer is a much greater factor in our civilization today than he is given credit for. A comparatively small group believes, as H. G. Wells has expressed it, that the future mind will be the engineering mind, and that the traditionalist, as he calls the lawyer, must give way to the man who faces facts as facts —the engineer."

SELLING "SERVICE"

Therein, lies the keynote to his philosophy which has directed that his contribution to the future be a contribution to "the engineering mind." It is a philosophy which has guided his publications in the paths of service editing and clean advertising and that has made the McGraw-Hill Book Company, a power in the technical and applied engineering book field. It is faith in the continued practice of this philosophy which leads the space salesmen of the McGraw-Hill magazines to use as their strongest arguments to prospects, not circulation facts, but service facts, not that this or that McGraw paper "covers the field," but that it renders a service in the field that makes it indispensible to engineers of big purchasing power.

"Drug Topics" Represented in England

C. Harold Vernon, 38 Holborn Viaduct, London, E. C., 1, has been appointed advertising and editorial representative of Great Britain for *Drug Topics* of New York

Burke Manages "Marine Engineering"

J. E. Burke, for several years circulation manager of *Marine Engineering* and the *Boiler Maker*, has just been made business manager of these two Simmons-Boardman publications. New development plans for both magazines will be announced in the near future.

"Item" Staff Addition

L. D. Scharff, who has had considerable advertising experience in the New Orleans and Louisiana territory, has joined the Trade Extension Bureau of the New Orleans *Item*. Mr. Scharff is a graduate of Tulane University and was editor of "Tulane Weekly" the college publication, during his undergraduate days.

Strathmore To Issue Color Books

In line with its series of booklets and folders on "expressive papers," the Strathmore Paper Co. will soon produce a series of sample books showing standard color combinations. Arthur S. Allen, sales manager of the Philip Ruxton Co., New York, ink manufacturers, will direct the work. The books will show the correct colors to use with various tinted papers.

New Automotive Weekly

Two automotive fields are covered by the *Auto and Aerial News*, an eight-page weekly newspaper which has just appeared on the Pacific Coast. It is published by Ralph Lee Hyde at 253 Minna street, San Francisco.

IDEAS *Plus* QUALITY

In its steady progress toward quality production in lithography Eison Litho Inc., has made no more important stride forward than its recent absorption of the

Photo-Lith. Process Plate Co.,
of New York

In all the lithograph industry the personnel of this company is recognized as the leading Master Craftsmen in the production of the finest examples of photo-lithographic (off-set) printing done in America.

Einson Litho Inc. now offers to national advertisers a window display service that combines originality of ideas with well nigh perfection in lithographic reproduction.

Our Portfolio of Selling Window Displays will be sent upon request by an executive on the Company's letterhead.

EINSON LITHO
INCORPORATED

Executive Offices and Art Studios	Factory & Plant	Chicago Offices
71 W. 23rd St., N. Y.	327 East 29th St. New York, N. Y.	332 So. Michigan Ave. Chicago, Ill.

Advertising & Selling's Ninth

No.	Name of Publication	Location	Frequency and Date of Issue	Last Advertising Forms Close	Type Size Entire Page	Width of Column in Inches	Halftone Screen Used	Inch Rate (Fla.)	Inch Rate (Min.)	Line Rate (Flat)	Line Rate (Min.)	For What Territory Edited
	GENERAL											
1	Alabama Farm Facts	Montgomery, Ala.	W., Sat.	Mondays pre	58 Inches	2 1/8	65	$2 80	$2 80	.20	.20	Alabama
2	American Agriculturist	New York, N. Y.	W., Sat.	Tuesdays pre	9 x 13 3/4	2 1/6	80	10.50		.75		No. Atlan. & Ohio
3	American Bee Journal	Hamilton, Ill.	M., 1st	20th prec	6 7/8 x 9 1/2	2 1/8	133					National
4	American Farming	Chicago, Ill.	M	25th prec	9 1/4 x 12 1/2	2 1/4	85	25.90		1.85		National
5	American Forestry	Washington, D. C.	M., 15th	1st	7 x 10 1/2	2 1/3	120					U. S. & Canada
6	American Fruit Grower	Chicago, Ill.	M., 1st	20th prec	9 5/8 x 12 3/4	2 1/4	85	24.50		1.75		National
7	American Pigeon Journal	Warrenton, Mo.	M., 1st	15th prec	5 3/8 x 8	2 1/2	133	2.00	1.70			National
8	American Thresherman & Farm Power	Madison, Wis.	M	1st	9 x 13	2 1/6	120		5.60		.40	National
9	Amerikan (Bohemian)	Chicago, Ill.	W		15 x 20	2 1/4	85	1.00	1.00			Middle States
10	Arkansas Homestead	Little Rock, Ark.	SM., 10th & 25th.	1st & 15th.	9 x 13	2 1/8	100	7.00		.50		Arkansas
11	Better Fruit	Portland, Ore.	M	20th prec	7 x 10	2 1/3	133	2.80		.20		Pacific Northwest
12	Bourbon Stock Journal	Louisville, Ky.	SW., Mon. & Thurs.	Morn. of issue	13 1/2 x 20	2 1/2	85	.50	.35			Southern
13	Breeder's Gazette	Chicago, Ill.	W	Sat. prec	8 5/8 x 13	2 1/4	110	11 20		.80		National
14	Bulletin de la Ferme	Quebec, Can.	M., 1st	15th prec	7 3/4 x 10 1/4	2 1/4	120	.75		.07	.05	Quebec prin.
15	California Citrograph	Los Angeles, Cal.	M., 20th	10th	8 7/8 x 12	2 1/6	133	3.50	2.80	.25	.20	California
16	Canadian Countryman	Toronto, Can.	W., Sat.	10 days prec	9 5/8 x 12 1/2	2 1/8	100	3.50		.25		E. Canada
17	Canadian Poultry Journal	Hamilton, Can.	M., 1st	24th prec	6 1/2 x 10	2 1/6	133	1 68	1 68	.12	.12	Canada
18	Canadian Poultry Review	Toronto, Can.	M., 1st	20th prec	9 x 12	2 1/4	100	2 10	2 10	.15	.15	Canada
19	Capper's Farmer	Topeka, Kan.	M., 1st	2d Thurs. mo. prec	9 x 13 3/4	2 1/8	80	49.00		3.50		Middle West
20	Carolina Farmer & Stockman	Charleston, S. C.	Semi-Monthly	5th & 20th	9 x 13 3/4	2 1/4	80	4.20		.30		S. C. & N. C.
21	Chester White Journal	Rochester, Ind.	M., 1st	20th prec	7 1/4 x 10	2 1/4	133	2 80	2 80	.20	.20	United States
22	Corn Belt Farmer	Des Moines, Ia.	M., 1st	5th prec	9 1/8 x 13 7/16	2 1/4	85	14.00	14 00	1 00	1.00	Corn Belt
23	Country Life in B. C.	Vancouver, Can.	M	6th prec	6 3/4 x 10	2 1/3	120		75-1.			Pacific Coast
24	Country Agent & Farm Bureau	Chicago, Ill.	M., 1st	20th prec	6 3/4 x 10	2 1/8	120	2 52		.18		National
25	Creamery Journal	Waterloo, Ia.	SM., 1st & 15th.	10th & 25th.	7 3/4 x 10	2 1/2						National
26	Daily Drovers Journal-Stockman	Omaha, Neb.	Daily except Sun.	10 A. M	15 1/2 x 22 1/2	2 1/4	65	1 12	1 12	.08	.08	Middle
27	Daily Drovers Telegram	Kansas City, Mo.	Daily except Sun.	10 A. M	15 1/2 x 21 5/8	2 1/6	65	1 26		.09	.09	Corn Belt & S. W.
28	Daily National Live Stock Reporter	E. St. Louis, Ill.	Every ev'ng ex. Sun.	10 A. M	15 1/2 x 21 5/8	2 1/6	65	.84	.84	.06	.06	Middle
29	Dairy Farmer	Waterloo, Ia.	SM., 1st & 15th.	5th & 20th	9 3/8 x 13	2 1/6	100	14 00		1.00		National
30	Dairymen's League News	New York, N. Y.	SM., 10th & 25th.	5th & 20th	9 3/4 x 12	2 1/6	120	6 30		.45		N. Y. & No. Pa.
31	Dakota Farmer	Aberdeen, S. D.	SM., 1st & 15th.	10 days prec	9 x 13 3/4	2 1/6	80	7 00	7 00	.50	.50	So. W. & Middle
32	Deutsch-Amerikan Farmer	Lincoln, Neb.	W., Wed.	Mon.	9 1/4 x 13 5/8	2 1/4	65	4 90	4 90	.35	.35	National
33	Deutsche Farmer	St. Paul, Minn.	SM., 1st & 15th.	7 days prec	9 x 14	2 1/6	60	2 10	2 10	.15	.15	North Western
34	Family Herald & Weekly Star	Montreal, Can.	W., Wed.	7 days prec	10 x 17	2 5/12	60	5 60		.40		Canada
35	Farm & Dairy	Salem, Ohio	W., Fri.	Wed.	9 x 13	2 1/6	100	.56		.04		Eastern Ohio
36	Farm & Dairy	Petersboro, Can.	W., Thurs.	Sat.	9 3/8 x 12 1/2	2 1/6	100	2.10		.15		Canada
37	Farm & Fireside	New York, N. Y.	M., 1st	5th prec	9 1/4 x 12 5/8	2 1/4	85					National
38	Farm & Home	Chgo. & Springfield, Mass.	M., 1st	10th prec	9 x 13 3/4	2 1/6	80	49.00		3.50		National
39	Farm Life	Spencer, Ind.	M., 1st	10th prec	7 x 10 3/4	2 1/6	85	61.60		4.40		National
40	Farmer	St. Paul, Minn.	W., Sat.	1 week prec	9 3/4 x 14	2 1/4	80					Middle West.
41	Farmer & Breeder	Sioux City, Ia.	SM., 1st & 15th.	10 days prec	8 5/8 x 13 1/2	2 1/4	100	8.40	8.40	.60	.60	Middle States
42	Farmer's Advocate & Home Journal	Winnipeg, Can.	W., Wed.	Thurs. prec	12 7/8 x 9	2 1/8	100	4 20	4 20	.30	.30	West. Canada
43	Farmer's Advocate & Home Magazine	London, Can.	W., Thurs.	Sat. prec	9 x 12 7/8	2 1/8	120	4 20	4 20	.30	.30	East. Canada
44	Farmer's Dispatch	St. Paul, Minn.	SW., Tues. & Fri.	Sat. prec	16 2/3 x 21 1/4	2 9/12	100	7.00	7.00	.50	.50	North Western
45	Farmer's Magazine	Toronto, Can.	SM., 1st & 15th.	11th & 27th	9 3/8 x 12 1/2	2 1/4	110	4 20	4 20	.30	.30	National—Canada
46	Farmer's Sun	Toronto, Can.	SW.	Tues. & Fri.	17 x 21 1/2	2 5/6	65	2 80	2 10	.20	.15	Ontario
47	Farm & Ranch Review	Calgary, Can.	SM., 5th & 20th	1st & 15th	8 7/8 x 12 3/4	2 1/6	85	4.90		.35		West. Canada
48	Farm Stock & Home	Minneapolis, Minn.	SM., 1st & 15th.	1st & 15th prec.	9 3/8 x 14	2 1/6	80					North Western
49	Farmer's Wife	St. Paul, Minn.	M	18th prec	9 3/8 x 14	2 1/6	80	56.00	56.00	4.00	4.00	National
50	Field & Farm	Denver, Colo.	W., Sat.	Wed., 10 A. M.	9 x 13	2 1/4	85	2.10	2.10	.15	.15	Western
51	Florida Grower	Tampa, Fla.	W., Sat.	Sat. prec	9 x 12	2 1/6	100	2.10	2.10	.15	.15	Florida
52	Free Press Prairie Farmer	Winnipeg, Can.	W	Mon. prec	10 3/8 x 17	2 1/12	60	2.10		.15		Western
53	Gleanings in Bee Culture	Medina, Ohio	M., 1st.	15th prec	5 x 8	2 3/4	100	2.80	2 80	.20	.20	National
54	Grain Growers Guide	Winnipeg, Can.	W., Wed.	Week prec	9 3/8 x 12 3/4	2 1/6	100	7 00	7 00	.50		Western Canada
55	Guernsey Breeders Journal	Peterboro, N. H.	SM., 1st & 15th.	4th & 18th prec.	7 3/8 x 9 1/2	3 1/2	120	2.10		.15	.15	United States
56	Hoard's Dairyman	Ft. Atkinson, Wis.	W., Fri.	Fri. prec	9 3/8 x 13	2 1/6	110	11 20		.80		National
57	Holstein-Friesia Registern	Brattleboro, Vt.	SM., 1st & 15th.	21st & 6th	4 3/4 x 7	2 3/8	120	3.00	2.40	.25	.20	National
58	Holstein-Friesian World	Syracuse, N. Y.	W., Sat.	2 weeks prec	6 3/4 x 10	2 1/6	133	C.4.20	L.3.00	.30	.30	National
59	Hospodar	Omaha, Neb.	SM., 1st & 15th.	6 days prec	8 5/8 x 13 1/2	2 1/6	133	2.10	2.10	.15	.15	United States
60	Idaho Farmer	Spokane, Wash.	W., Thurs.	10 days prec	9 1/2 x 13 1/2	2 1/6	65	3.08		.22		Idaho
61	Indiana Farmers Guide	Huntington, Ind.	W., Sat.	Fri. prec	9 x 14	2 1/6	100	10.50		.75		Indiana
62	Inland Farmer	Louisville, Ky.	SM., 1st & 15th.	5 days prec	9 x 13 1/2	2 1/6	85					Central South
63	International Plymouth Rock Journal	Union City, Mich.	M	1st prec	7 x 9 1/2	2 1/6	120	2.00				U. S. & Canada
64	Interstate Farmer	Muskogee, Okla.	M., 1st.	21st prec	9 x 13 3/4	2 1/6	100	2.80		.20	.20	Oklahoma
65	Iowa Homestead	Des Moines, Ia.	W., Thurs.	Fri. prec	9 x 13 3/4	2 1/8	65	15.40		1.10		Middle
66	Journal of Agriculture	St. Louis, Mo.	SM., 1st & 15th.	10 days prec	9 x 12 3/4	2 1/6	65	14.00	14 00	1 00	1.00	Middle
67	Journal of Agriculture	Montreal, Can.	SM., 1st & 15th.	15th prec	12 1/2 x 18 7/8	2 1/8	85	5.60		.40		Quebec
68	Kansas Farmer & Mail & Breeze	Topeka, Kans.	W., Sat.	1 week prec	9 x 13 3/4	2 1/8	85	12 60		.90		Kansas
69	Landmann	Milwaukee, Wis.	W., Sat.	Tues. prec	12 1/2 x 15 3/4	2 1/8	65	.84		.06		Northwest
70	Long Island Agriculturist	Mattituck, N. Y.	M., 10th	1st prec	9 3/8 x 14 1/2	2 1/6	120	.42	.42	.03	.03	Long Island
71	Maritime Farmer	Sussex, N. B.	Fortnightly, Tues.	10 days prec	9 x 12	2 1/8	100	1.40	1 40	.10	.10	Maritime Nwf'n'land
72	Maryland Farmer	Baltimore, Md.	W., Fri.	Mon. prec	6 3/4 x 10	2 1/8	80	2.80	2 80	.20	.20	Maryland
73	Michigan Business Farmer	Mt. Clemens, Mich.	W., Sat.	7 days prec	9 x 13 3/4	2 1/6	80	6 30		.45		Michigan
74	Michigan Farmer	Detroit, Mich.	W., Sat.	7 days prec	8 1/2 x 13 5/7	2 1/6	100	7 00	7.00	.50	.50	Michigan
75	Milk Magazine	Waterloo, Ia.	M., 10th	1st prec	7 3/4 x 10	2 1/3	133	1.75		.20		National
76	Missouri Ruralist	St. Louis, Mo.	SM., 5th & 20th	7 days prec	9 x 13 1/4	2 1/6	85	11.90		.75		Middle
77	Modern Farming	New Orleans, La.	SM., 10th & 25th.	1st & 15th.	13 1/2 x 18 3/4	2 1/4	65	6.30		.45		Ila. & Miss.
78	Montana Farmer	Great Falls, Mont.	SM., 1st & 15th.	5 days prec	8 7/8 x 15 1/2	2 1/6	60	1.40	1.40	.10	.10	Montana
79	Montreal Witness & Canadian Homestead	Montreal, Can.	W., Tues.	4 days prec	15 3/4 x 21 1/2	2 1/8	65		1.12		.08	National
80	National Farmer & Stock Grower	St. Louis, Mo.	M., 1st	25th prec	9 x 12 2/3	1 5/8	100	7.20	7 20	.60	.60	Middle
81	National Stockman & Farmer	Pittsburgh, Pa.	W., Sat.	Mon. prec	9 3/4 x 13	2 1/8	85	11.20	11 20	.70		Ohio, Pa. & W. Va.
82	Nebraska Farmer	Lincoln, Neb.	W., Sat.	14 days prec	9 x 13	2 1/4	85	10.50	10.50	.75	.75	Nebraska
83	New England Homestead	Springfield, Mass.	W., Sat.	7 days prec	9 x 13 3/4	2 1/6	80	6 30		.45		New England
84	Nonpartisan Leader	Minneapolis, Minn.	W., Mon.	12 days prec	9 3/8 x 12 1/2	2 1/6	85	17.50		1.25		Northwest
85	Nor West Farmer	Winnipeg, Can.	SM., 5th & 20th	7 days prec	9 x 12 3/4	2 1/8	65					Man., Sask., & Alta.
86	Northwest Farmstead	Minneapolis, Minn.	SM., 1st & 15th.	10 days prec	9 x 13 3/4	2 1/6	80	8.40	8.40	.60	.60	Minnesota
87	Northwest Poultry Journal	Salem, Ore.	M., 10th	25th prec	6 3/4 x 10	2 1/4	60	2.10				Pacific Northwest
88	Ohio Farmer	Cleveland, O.	W., Sat.	10 days prec	8 1/2 x 14	2 1/4	100	9.80		.70		Ohio
89	Ohio State Grange Monthly	Salem, O.	M., 15th	10th prec	9 x 13	2 1/3	100	2.80		.20		Ohio
90	Oklahoma Farmer	Oklahoma City, Okla.	SM., 10th & 25th.	10 days prec	9 x 13 1/4	2 1/6	85	10.50		.75		Oklahoma & Texas
91	Oklahoma Farmer Stockman	Oklahoma City, Okla.	SM., 10th & 25th.	10 days prec	9 1/2 x 13 1/2	2 1/4	65	11.20	11.20	.80	.80	Oklahoma
92	Oregon Farmer	Spokane, Wash.	W., Thurs.	10 days prec	9 1/2 x 13 1/2	2 1/6	65	2.24		.16		Oregon
93	Organized Farmer	Milwaukee, Wis.	W., Thurs.	Tues. noon	9 x 13	2 5/12	65	1.00	1.00	.10		Wisc., Ia & Minn.
94	Ottawa Farm Journal	Ottawa, Can.	SW., Tues. & Fri.	Mon. & Thurs.	17 x 21 1/2	2 1/12	60					Canada
95	Ozark Countryman	Springfield, Mo.	SM., 1st & 15th.	5th & 25th	9 x 13	2 1/4	75	4.20		.30		Missouri & Arkansas
96	Pacific Homestead	Salem, Ore.	W., Thurs.	Tues. prec	9 x 14	2 1/6		1.75		.12		Pacific Northwest
97	Pacific Rural Press	San Francisco, Cal.	W., Sat.	Mon. prec	9 x 13	2 1/4	100	3 08		.22		California & Nevada
98	Pennsylvania Farmer	Philadelphia, Pa.	W., Sat.	Fri. prec	8 1/2 x 13 5/7	2 1/6	100	5 60	5 60	.40	.40	Pa., N.Y., N.J., & Del.
99	Poultry Breeder	Battle Creek, Mich.	M., 1st	25th prec	6 3/4 x 10	2 1/12	100	2 00	1 25	.14	.09	Michigan
100	Poultry Herald	St. Paul, Minn.	M	18th prec	6 3/4 x 10	2 1/8	133	5 60	2 80	.40	.20	Minnesota
101	Poultry Success	Springfield, O.	M., 1st	20th prec	6 7/8 x 10	2 1/8	120	5 18	3.50	.37	.25	National
102	Poultry Tribune	Mt. Morris, Ill.	M., 1st	20th prec	6 3/4 x 10	2 1/4	100	4 20		.30		Central States
103	Power Farming	St. Joseph, Mich.	M., 1st.	15th prec	9 1/4 x 13	2 1/8	133	8 40		.60		National
104	Practical Farmer	Philadelphia, Pa.	SM., 1st & 15th.	10 days prec	9 x 12	2 1/6	85	5 60	5.60	.40	.40	Middle

Annual Directory of Farm Papers—1920

Number	Subscription Price per Year	Average Net Paid Circulation 6 Mos., Ended Dec. 31, 1919	Average Net Paid Circulation 6 Mos., Ended June 30, 1920	Percentage Circulation R.F.D. Routes	Percentage Circulation Towns 1,000 or Less	Percentage Circulation Towns Over 1,000	Percentage Renewals, 1919	Percent Subscriptions 6 Mos. Arrears	Employs Subs. Solicitors	Sold in Clubs With Other Publishers	Sold in Bulk	Free Premiums Offered	Prize Contest to Canvassers	DISTRIBUTION OF CIRCULATION BY ZONES: New England (Conn. Maine Mass. N. H. R. I. Vermont)	North Atlantic (Delaware Dist. of Col. Md. N. J. N. Y. Penna.)	South-eastern (Florida Georgia N. C. S. C. Virginia)	South-western (Ala. Ark. La. Miss. Okla. Tenn. Texas W. Va.)	Middle States (Ill. Ind. Iowa Kan. Mich. Minn. Mo. Nebr. N. D. S. D. Ohio Wis.)	Western States (Ariz. Cal. Colo. Idaho Mont. Nev. N. Mex. Ore. Utah Wash. Wyo.)	State of Issue	Next Important State	Third Important State	Member of A. B. C.	Readers Protected Against Loss With All Advertisers	Are the Circulation Figures Given Here From A. B. C. Reports
1	$ .50		35,000	90	6	4		1	None	Yes	No	No	No	Yes			4,000	31,000			Ala.	Fla.		No	Yes	No
2	1.00	116,831		90		10		8	Yes	No	No	No	No			113,554		1,964	6,347		72,908	N.Y.	32,151	Pa.	5,926	N.J.	Yes	Yes	Yes
3		10,005	12,255																										
4	.25	201,280	203,678					15	Yes	No	No	Yes	Yes	7,553	22,630	18,548	54,156	87,534	10,496	13,385		21,450		13,223		Yes	Yes	Yes
5		13,350	16,250																										
6	1.00		200,823					8	Yes	Yes	No	Yes	No	20,672	47,316	14,259	23,784	76,726	15,988	14,685	Ill.	25,101	N.Y.	14,744	Pa.	No	Yes	No
7	1.00	3,500	3,000	15	40	45	75	None	Yes	Yes	Yes	Yes														No	Yes	No
8	1.00	31,810	32,025				66‡	None	Yes	No	No	No	No	63	2,646	269	1,570	25,700	1,576	2,014	Wis.	4,026	Ind.	3,167	Ill.	No	Yes	No
9	2.50			40	20	40				Yes	No	No	No	116	3,875	232	7,426	24,693	116		Ill.		Wis.		Ia.			
10	.50		87,460					2	Yes	No	No	No	No	None	None	None	86,727	None	4,188		Ark.		La.		Miss.	Yes	Yes	Yes
11	2.00		15,000						Yes	Yes	No	No	No						13,264	4,120	Ore.	3,672	Wash.	1,852	Ida.	No	Yes	No
12	1.00		3,000	90			75	None	Yes	No	No	No	No													No	Yes	No
13	1.50	81,350	64,215					None	No	No	Yes	No	No	846	2,854	2,325	6,612	43,434	6,981		Ill.		Ohio		Ia.	Yes	Yes	Yes
14	.50	5,780	8,500	98			80		No	No	No	No	No													No	No	No
15	1.00		12,097				98	None	No	No	Yes	No	No							10,917	Cal.					No	No	No
16	1.50	35,685					74	6	Yes	No	No	No	No													Yes	Yes	Yes
17	1.00		10,000	80				None	Yes	Yes	No	No	No															
18	1.00	15,000							No	No	Yes	No	No															
19	.25		660,977					None	Yes	Yes	No	Yes	Yes	5,690	17,856	14,791	215,739	396,880	55,408		Kan.		Tex.		Ill.	Yes	Yes	Yes
20	.75		38,439	90	5	5		None	Yes	No	No	No	No	12 2	2	44,732	15	10	3		S.C.		N.C.		Ga.	Yes	Yes	Yes
21	1.00		12,030	95	2	3			No	No	No	No	No	200	500	150	500	10,000	650		Ind.					No	Yes	No
22	.50		135,000	87	9	4	37	10	Yes	Yes	No	Yes	No					135,000			Ia.		Neb.		Ill.	No	Yes	No
23	1.00		5,300					None	No	No	No	No	No															
24	.50		8,000				85		No	No	No	No	No															
25	.75								Yes		No		No	231	873	131	478	2,638	627							No	Yes	No
26	5.00	25,141	24,660	100	None	None	73	None	No	No	No	No	No													No	Yes	No
27	5.00	35,900		100	None	None	80	None	No	No	No	No	No	10	49	14	3,323	30,666	1,562		Mo.		Kan.		Okla.	No	Yes	No
28	5.00		18,829	95	4	1	90	None	No	No	No	No	No	28	42	232	4,524	13,636	32		Ill.		Mo.			No	Yes	
29	.50		99,693				32	6	Yes	No	Yes	No	No	5,348	10,017	2,588	8,383	93,886	8,947	12,441	Ia.	18,443	Minn.	8,627	Ohio	Yes	Yes	Yes
30	.50		84,692	100			100		No	No	No	No	No	2,046	81,656						N.Y.		Pa.		N.J.	No	Yes	No
31	1.00	53,350	59,022	99		10	58	3	Yes	No	No	No	No	10	81	22	67	51,902	7,084	30,299	S.D.	19,237	N.D.	6,457	Mon.	Yes	Yes	Yes
32	.70	110,538		50	25	25	85	None	No	No	No	No	No	1,600	7,930	550	14,540	80,332	16,510		Neb.		Wis.		Ia.	No	Yes	No
33	1.00		39,000	95	5				No	No	No	No	No					37,992			Minn.		N.D.		S.D.	No	Yes	No
34	1.25	163,774			85	15	70	None	Yes	Yes	No	Yes	Yes													Yes	Yes	Yes
35	1.00		4,750	90	5	5	80	10	Yes	No	No	No	No					4,750			Ohio					No	Yes	No
36	1.50	16,224	15,637																							Yes	Yes	Yes
37	.25	658,734	742,186						Yes	Yes	Yes	No	No	36,041	160,195	33,043	83,648	334,052	38,797							Yes	No	Yes
38	.25		393,478	49	33	18	54	10	No	Yes	No	Yes	No	59,204	162,074	31,934	45,471	253,429	35,322							Yes	Yes	Yes
39	.25	651,090	651,701						No	No	No	No	No								Ind.							
40	1.00	139,410							Yes	No	No	No	No															
41	1.00	7,675					30	9	Yes	No	No	Yes	No					125,967	3,858							Yes		Yes
42	1.50	37,896							Yes	No	Yes	No						68,279	1,053	23,058		24,414		10,137		Yes	Yes	Yes
43	1.50	31,033	31,589	92			77	12	Yes	No	No	No	No													Yes	Yes	Yes
44	1.00	108,026	110,398	98			95	None	Yes	Yes	No	No	No	211	1,065	136	298	94,818	11,760	25,383	Minn.	36,017	Wis.	12,147	N.D.	Yes	Yes	Yes
45	2.00	26,527	32,549						Yes	No	No	No	No													Yes	Yes	Yes
46	1.50		33,500					None	No	No	No	No	No													Yes	Yes	Yes
47	1.00	34,253	42,534					14	Yes	No	No	Yes	No													Yes	Yes	Yes
48	.75		108,940	93	4	3		7	Yes	Yes	No	No	No					107,960	1,980	76,039	Minn.	16,176	N.D.	8,033	S.D.	Yes	Yes	Yes
49	.50	701,904	769,976	84		16			Yes	No	No	No	No	19,716	66,044	22,775	44,376	531,624	31,206		Minn.					Yes	Yes	Yes
50	2.00	31,624	33,250	60			85	40	Yes	No	No	No	No						27,662		Colo.		Wyo.		N.M.	No	Yes	Yes
51	2.00	14,948		75	20	5	75	None	Yes	No	No	No	No	357	958	11,382	453	1,652	274	11,033	Fla.	371	Ill.	363	N.Y.	No	Yes	No
52	1.00		40,231					None	Yes	Yes	No	Yes	No													Yes	Yes	No
53	1.00	19,535					60	None	No	No	No	Yes	No													No	Yes	No
54	1.50	62,410	76,335		90	10		None	Yes	No	No	No	No	1,399	4,282	1,160	1,913	7,318	2,788	2,057	N.Y.	1,527	Pa.	1,457	Ohio	No	Yes	No
55	2.00	4,440	4,820				50	None	No	Yes	No	No	No													Yes	Yes	Yes
56	1.00	82,505	84,991					None	Yes	Yes	No	No	Yes	5,074	15,070	3,073	5,731	50,293	7,717		Wis.		Mich.		Mo.	Yes	Yes	Yes
57	1.00		10,000	75			80	None	No	No	No	No	No	1,416	2,971	192	600	4,132	730		Vt.		N.Y.		Pa.	No	No	No
58	2.00	16,554					85	None	No	No	No	No	No	1,073	5,213	248	456	8,423	836		N.Y.		Wis.		Ohio	No	Yes	No
59	2.00	31,500	30,208	80	90	10	99	None	No	No	No	No	No		92		3,965	25,400	291	11,046	Neb.		Ia.		Wis.	No	Yes	No
60	.25	30,756	32,436					None	Yes	Yes									30,900		Ida.		Mont.		Wash.	Yes	Yes	Yes
61	1.00		126,875						Yes	No	No	No	No								Ind.		Ohio		Mich.	Yes	Yes	Yes
62		295,093	210,157						Yes	Yes	No	No	No															
63	.50		15,000						Yes	Yes	No	No	No															
64	.50	57,168	51,217	90	8	2	60	None	Yes	No	No	Yes	No				51,920	5,133			Okla.		Ark.		Kan.	No	Yes	No
65	1.00	146,041	150,263	92	5	3		2	Yes	Yes	Yes	Yes						144,540			Ia.		Ill.		Neb.	Yes	Yes	Yes
66		175,419		89		11		3	Yes	Yes	No	No	No					153,188								Yes	Yes	Yes
67	1.00		82,190					None	No	Yes	No	No	No	70	340	218	19,448		871	100,548	Mo.	47,624	Ill.	15,019	Ark.	Yes	Yes	Yes
68	1.00	103,630	123,631	90	8	2		2	Yes	Yes	No	Yes	No					103,017	11,478		Kan.		Colo.		Neb.	No	No	No
69	1.50		11,038	60	15	15	95	20	No	No	No	Yes	No							50%	Wis.	15%	Ia.	14%	Minn.	Yes	Yes	Yes
70	1.00		3,800	90	95	5	92	None	Yes	No	No	No	No													Yes	No	No
71	1.00	9,621		90	10		73	15	No	No	Yes	No	No		3,800					3,800						No	Yes	No
72	1.00		14,100					5	Yes	No	Yes	No	Yes													No	Yes	No
73	1.00	71,462	71,462						Yes	No	No	No	No		14,100											No	Yes	No
74	1.00	71,399							Yes	Yes	No	No	No								Md.					No	Yes	No
75	2.00	3,516	6,222						No	No	Yes	No	No							70,360		601		470		No	Yes	No
76	.50		125,879		75	25		None	Yes	Yes	Yes	No	No	278	712	61	170	1,896	334		Ia.		Ill.		N.Y.	Yes	Yes	Yes
77	.50		52,663						Yes	No	Yes	No					12,932	110,613			Mo.		Ill.		Ark.	No	Yes	No
78	1.00		14,619	80	18	2	85	48	No	Yes	No	No	No	4	3	88	61,451	95	13		Ill.		Miss.			Yes	Yes	Yes
79	1.65		20,443					None	No	No	No	No	No						14,619		Mont.		N.D.		Wyo.	No	Yes	No
80	.50	147,684		65	5	5	65	None	Yes	Yes	No	No	No													Yes	Yes	No
81	1.00		162,000					None	No	No	No	No	No			362	33,150	114,172			Mo.		Ill.		Ark.	No	Yes	No
82	1.00		110,000	95				None	No	No	No	No	No		44,847	2,160	16,965	96,428			Ohio		Pa.		W.Va.	Yes	Yes	Yes
83	1.00	57,641		72		28		None	Yes	No	No	No	No	58,163		1,427		100,000	10,000	77,600	Neb.	21,400	Ia.	5,000	Colo.	Yes	Yes	Yes
84	2.50		210,086		75	25	19	16	No	No	Yes	No	No				8,206	139,109	53,402	16,257	Mass.	12,108	Vt.	9,656	Conn.	Yes	Yes	Yes
85	1.00		67,429					None	Yes	No	Yes	Yes	No							Minn.		N.D.		Mont.	Yes	Yes	No
86	.60	98,568	100,841	87		13		None	Yes	No	No	Yes	No	14	40	10	49	93,385	6,658	63,971	Minn.	14,505	N.D.	9,640	S.D.	Yes	Yes	Yes
87	.75		13,272	75		25	50	10	Yes	Yes	No	Yes	No							Ore.		Wash.		Cal.	No	Yes	No
88	1.00	134,269						None	Yes	No	No	No	No		27,904		4,289	102,523		97,297	Ohio	16,903	Pa.	11,001	N.Y.	Yes	Yes	Yes
89	.50		42,000	95	3	2	90	None	No	No	No	No	No					42,000		Ohio						No	No	Yes
90	.50	120,333		90				2	Yes	Yes	No	No	No				130,627	924		Okla.		Tex.		Ark.	Yes		
91	.50	136,271	137,015	82	8	10		None	Yes	No	No	Yes	No				132,605		724							Yes	Yes	Yes
92	.25	24,177	26,327					None	Yes	Yes	No	No	No						27,395		Ore.					Yes	Yes	Yes
93	1.00		25,000	90	10		85	None	No	No	No	Yes	No								Wis.		Ia.		Minn.	No	Yes	No
94	1.50	20,155	24,000					None	Yes	No	Yes	Yes	No					25,000								Yes	Yes	No
95	.50	34,000	37,000	90			60	None	Yes	Yes	Yes	Yes	No															
96	1.00	18,176															10,000	26,000	1,000	26,000		10,000		1,000		No	Yes	No
97	1.00		29,184					6	Yes	No	No	No	No	11	40	9	27	93	18,176		Ore.		Wash.		Ida.	No	Yes	No
98	.75	66,086						7	Yes	Yes	No	No	No		71,686				28,382	27,698		522	Nev.	50	Ore.	Yes	Yes	Yes
99	.50	17,000						None	Yes	Yes	No	Yes	No								Pa.		N.J.		N.Y.	Yes	Yes	Yes
100	.50	25,000						None	Yes	No	No	No	No								Mich.		Ohio		Ind.	Yes	Yes	No
101	.75		35,000	50	25	25	50	None	Yes	Yes	No	No	No	2,452	5,015	1,040	3,752	20,610	545		Minn.		Wisc.		N.D.	No	Yes	No
102	1.00		47,333					None	Yes	No	Yes	No	No		2,831		1,010	13,305	1,036		Ohio		N.Y.		Ind.	No	Yes	Yes
103	1.00	42,065						6	Yes	No	No	No	No		1,945	217	2,948	29,466			Ill.		Ia.		Ohio	No	Yes	No
104	.50	38,040							Yes	Yes	No	Yes	No	80				31,438	3,935	2,109	Mich.	5,407	Ill.	5,011	Minn.	Yes	Yes	Yes

Advertising & Selling's Ninth

No.	Name of Publication	Location	Frequency and Date of Issue	Last Advertising Forms Close	Type Size Entire Page	Width of Column in Inches	Halftone Screen Used	Inch Rate (Flat)	Inch Rate (Min.)	Line Rate (Flat)	Line Rate (Min.)	For What Territory Edited
105	Prairie Farmer	Chicago, Ill	W., Sat	10 days prec	$9\frac{1}{4}$x$12\frac{1}{2}$	21_6	85	14 00	14 00	1 00	1 00	Middle
106	Prince Edward Island Agriculturist	Summerside, Can	W., Sat	Thurs. prec	$15\frac{3}{4}$x$21\frac{1}{2}$	21_4	70		21	12	06	Prince Edward Island
107	Farmer's Weekly La Presse	Montreal, Can	W., Thurs	Mon. prec	$17\frac{1}{4}$x$21\frac{1}{2}$	21_6	65	1 40		10	10	Canada
108	Progressive Farmer	Birmingham, Ala	W., Sat	9 days prec	9 x$13\frac{1}{2}$	21_6	75	14 00		1 00		Southern
109	Rabbit Magazine	Oak Park, Ill	M	20th prec	$6\frac{3}{4}$x $8\frac{3}{4}$	31_4	100	2 00	2 00			National
110	Rural Canada	Toronto, Can	M	10th prec	$9\frac{1}{4}$x$14\frac{1}{4}$	21_6	85			30		Canada
111	Rural Life	Rochester, N. Y	M	20th prec	$9\frac{1}{4}$x$13\frac{1}{4}$	21_6	75	4 20	4 20	30	30	New York
112	Rural New Yorker	New York, N. Y	W., Sat	8 days prec	9 x14	21_6	100	12 60	12 60	90	90	North Eastern
113	Rural World	Los Angeles, Cal	W., Sat	Tues. prec	$9\frac{1}{4}$x15	21_4	65	4 20		30		Cal., Ariz. & New Mex.
114	Semi-Weekly Farm News	Dallas, Texas	SM., Tues. & Sat	3 days prec	$16\frac{1}{2}$x$20\frac{3}{4}$	21_4	65	9 80		2 70		Tex., Okla., La. & N.M.
115	Southern Agriculturist	Nashville, Tenn	SM., 1st & 15th	10 days prec	$9\frac{3}{4}$x$12\frac{1}{2}$	21_6	85	16 80		1 20		Southern States
116	Southern Planter	Richmond, Va	SM., 1st & 15th	5th & 20th prec	$8\frac{2}{4}$x$12\frac{1}{2}$	21_6	65	7 00	7 00	50	50	South Atlantic
117	Southern Ruralist	Atlanta, Ga	SM., 1st & 15th	14 days prec	9 x$13\frac{1}{2}$	21_6	80	21 00	21 00	1 50	1 50	Southeastern
118	Southland Farmer	Houston, Tex	SM., 1st & 15th	10th & 25th prec	9 x$12\frac{3}{4}$	21_6	80	7 00		50	50	Texas
119	Southwest Plainsman	Amarillo, Texas	W., Sat	Mon. prec	$13\frac{1}{2}$x20	21_6	85	40	40			Southwest
120	Southwestern Stockman-Farmer	Phoenix, Ariz	SM., 15th & 30th	10th & 25th	$9\frac{1}{4}$x14	21_4	80	1 96		14	14	Southwest
121	Successful Farming	Des Moines, Ia	M	5th prec	$62\frac{1}{2}$x$10\frac{3}{4}$	21_6	85	84 00		6 00		Middle West
122	O. I. C. Swine Breeders Guide	Montpelier, Ind	M., 5th	20th prec	$6\frac{7}{8}$x10	$2\frac{1}{2}$	120	1 00	80			National
123	System On The Farm	Chicago, Ill	M., 1st	5th prec	7x$10\frac{1}{2}$	21_4	120	8 40		60		National
124	Utah Farmer	Lehi, Utah	W., Sat	Wed. prec	9 x13	23_8	100	2 80		20		Utah & So. Idaho
125	Wallace's Farmer	Des Moines, Ia	W., Fri	Mon. prec	$9\frac{1}{4}$x$13\frac{1}{2}$	21_6	100	7 00		50		Iowa and surr. States
126	Washington Farmer	Spokane, Wash	W., Thurs	10 days prec	$9\frac{3}{4}$x$13\frac{1}{2}$	$2\frac{7}{8}$	65	4 20		30		Washington
127	Weekly Kansas City Star	Kansas City, Mo	W., Wed	Sat. prec	$16\frac{1}{2}$x22	21_6	60					Middle & South West
128	Western Breeders Journal	Portland, Ore	W., Thurs	Mon. prec	$8\frac{7}{8}$x$13\frac{1}{2}$	21_6	110	1 68		12		North West
129	Western Farmer	Portland, Ore	SM., 1st & 15th	10th & 25th	10 x$15\frac{1}{4}$	21_6	80	8 40		60		Pacific North West
130	Western Farm Life	Denver, Colo	SM., 1st & 15th	10 days prec	$9\frac{1}{4}$x14	21_4	100	4 90	4 90	35	35	Western States
131	Wisconsin Agriculturist	Racine, Wis	W., Sat	Mon. prec	$9\frac{1}{4}$x14	21_6	120	5 60		40	40	Wisconsin
132	Wisconsin Farmer	Madison, Wis	W., Thurs	Fri. prec	9 x$13\frac{1}{2}$	21_6	65	8 40		60		Wisconsin & Minn.
133	Wisconsin Horticulture	Madison, Wis	M	25th prec	7 x 9	21_4	150	70	60			Wisconsin
134	Wyoming Stockman-Farmer	Cheyenne, Wyo	M., 15th	5th prec	$8\frac{1}{2}$x13	21_6	65	2 10		15		Rocky Mt. Section
	The publications mentioned below forward ed their data after the above list had been tabulated:											
135	Agricultural Review	Kansas City, Mo	M., 1st	25th prec	$6\frac{7}{8}$x $9\frac{3}{4}$	21_6	110	3 50		25		Western
136	Arkansas Homestead	Little Rock, Ark	SM., 10th & 25th	1st & 15th prec	$4\frac{1}{2}$x$13\frac{1}{2}$	21_8	100	8 40		60		Arkansas
137	Farm Journal	Philadelphia, Pa	M	5th prec	$6\frac{1}{2}$x$10\frac{3}{4}$	21_8	100	64 00		6 00		National
138	Field Illustrated	New York, N. Y	M., 1st	15th prec	7 x$10\frac{1}{4}$	$2\frac{7}{8}$	133	6 00	6 00	43	43	National
139	Great Falls Tribune	Great Falls, Mont	Daily									
140	Kansas City Weekly Journal	Kansas City, Mo	W							70		
141	National Farmer	Winona, Minn								03		
142	Nebraska Farm Journal	Omaha, Neb	SM., 1st & 15th	7 days prec	9 x$13\frac{1}{4}$	21_6	85	10 50		75		Nebraska
143	Pennsylvania Grange News	Chambersburg, Pa	M., 1st	22nd prec	$8\frac{7}{8}$x$11\frac{1}{2}$	21_8	100					Pennsylvania
144	Reliable Poultry Journal	Quincy, Ill	M., 1st	18th prec	$6\frac{1}{2}$x10	21_6						National
145	Weekly Globe-Democrat	St. Louis, Mo	SW., Mon. & Thurs	Sun	$17\frac{1}{4}$x$21\frac{1}{2}$	23_4	60					South West & Middle

New Community Magazine in Northwest

Tacoma and Pierce Counties, Wash., are to have a new monthly magazine to be known as *Tacoma and Pierce County Community Development*. This will be published in Tacoma under the management of Frank Wilson of that city with the support of an advisory committee of fifty business men of the two counties.

"Engineering and Contracting" Joins A. B. C.

Engineering and Contracting, published in Chicago, has announced its membership in the Audit Bureau of Circulations. Statements based on the June distribution show a weekly average of 9,840 paid circulation for the four separate issues published by the company to reach four classes of engineers.

Pacific Rice Growers Organize

The Pacific Rice Growers' Association has been incorporated in California with headquarters at Sacramento.

Women Buy Portland (Ore.) Agency

Mrs. Hazel F. Linney and Mrs. Helen Campbell Jeselson have purchased the agency in this city formerly known as the Florence Prevost Advertising Agency and will carry on its service under the name of the Ad-Craft Agency.

Waddell Teaches Advertising at Los Angeles

Harry M. Waddell, well known among advertising men through the work of his agency in New York and through his connections with several large eastern publishers, has been placed in charge of the new course in advertising art and copy service just added to the curriculum of the Los Angeles Business College, Los Angeles, Calif.

Kelley Advertises Pilot Car

The Pilot Motor Company of Richmond, Ind., has placed its advertising in the hands of the Martin V. Kelley Company. This account will be handled through the agency's office at Toledo, O.

American Bosch May Sell for Gray & Davis

Negotiations now going on between the Gray & Davis Company and American Bosch Magneto are concerned chiefly in the selling end of the former, it is understood. If the plans now being discussed go through, American Bosch will be the selling agent of Gray & Davis for the automobile products manufactured by that company, under a long term contract.

He "Takes the Cake" and Cuts It, Too

Frank Johnson of Holdredge, Neb. who, because he is the heaviest retail store advertiser in Nebraska outside of Lincoln and Omaha, did a business of $500,000 in his home town of 2,500 inhabitants last year, celebrated the thirty-fifth anniversary of his establishment recently by distributing slices of a 2,004 pound cake among thousands of patrons. The cake was eighteen feet in circumference and three feet in depth. Farmers from all parts of the district within a radius of thirty miles of Holdredge drove into town to help Mr. Johnson celebrate.

Redfield & Fisher Add to Staff

Clifford J. Culbert and Walter H. Bamford are new additions to the personnel of the Redfield & Fisher agency of 105 West Fortieth Street, New York. Mr. Culbert will take charge of the research department while Mr. Bamford will head the direct mail department.

Haase Leaves Redfield Agency

Frederick Haase, production manager of the Redfield Advertising Agency of New York, has announced his resignation effective September 1. Prior to his present connection Mr. Haase was associated with the Bush Terminal Building project. Before coming East he was director of service and promotion of the St. Louis *Post-Dispatch* and for several years conducted a service bureau for retailers at St. Joseph, Mo.

Annual Directory of Farm Papers—1920

Number	Subscription Price per Year	Average Net Paid Circulation 6 Mos., Ended Dec. 31, 1919	Average Net Paid Circulation 6 Mos., Ended June 30, 1920	Percentage Circulation R.F.D. Routes	Percentage Circulation Towns 1,000 or Less	Percentage Circulation Towns Over 1,000	Percentage Renewals, 1919	Percent Subscriptions 6Mos. Arrears	Employs Subs. Solicitors	Solicits With Other Publishers	Sold in Bulk	Free Premiums Offered	Prize Contest to Canvassers	DISTRIBUTION OF CIRCULATION BY ZONES									Member of A. B. C.	Readers Protected Against Loss With Advertisers	Are the Circulation Figures Given Here From A. B. C. Reports
														New England Conn. Maine Mass. N. H. R. I. Vermont	North Atlantic Delaware Dist. of Col. Md. N. J. N. Y. Penna.	South-eastern Florida Georgia N. C. S. C. Virginia	South-western Ala. Ark. La. Miss. Okla. Tenn. Texas W. Va.	Middle States Ill. Ind. Iowa Kan. Mich. Minn. Mo. Nebr. N. D. S. D. Ohio Wis.	Western States Ariz. Cal. Colo. Idaho Mont. Nev. N. Mex. Ore. Utah Wash. Wyo.	State of Issue	Next Important State	Third Important State			
105	.85	131,678		95		5	66	None	Yes	No	No	No						142,424		108,827 Ill.	18,476 Ind.	8,930 Wis.	Yes	Yes	Yes
106	2.00		4,263	75	15	10	80	30	Yes	No	No												No	Yes	No
107	1.50	41,789	40,909	95				9	Yes	No	No	No	No										Yes	Yes	Yes
108	1.00	179,516	183,609	75	15	10		None	Yes	No	No	Yes	No			87,096	100,031						Yes	Yes	Yes
109	1.00		6,000	25	55	20	80	None	Yes	No	Yes	Yes	No								Ill.	Ohio	N.Y.	No	Yes	Yes
110	2.00		35,378						Yes	No	No	No	No										No	Yes	No
111	.50		67,734	75	85	15	55	3	Yes	No	No	No	No	13,414	47,287	3,417	636	833	355		N.Y.	Pa.	Mass.	No	Yes	No
112	1.00		163,208					None	Yes	No	No	No	No	31,025	109,215	3,472	2,134	22,307	1,571		N.Y.	Pa.	N.J.	Yes	Yes	Yes
113	1.00	46,775	50,736					4	Yes	No	No	Yes	No						50,736		Cal.	Ariz.	N.M.	Yes	Yes	Yes
114	1.00		130,575	90		10		None	Yes	No	No	No	Yes				131,563		2,174	103,648	Tex.	25,106 Okla.	1,929	N.M.	Yes	Yes
115	.50		181,177		89	11		None	Yes	Yes	No	No	No			35,107	152,429			56,530		47,328 Ky.	27,609	Ala.	Yes	Yes
116	.50		91,087					1	Yes	No	Yes	Yes	No	53	3,134	95,263	4,430	387	63		Va.	N.C.	W.Va.	Yes	Yes	Yes
117	.50		308,462	62	18	20		None	No	No	No	No	No			195,747	111,385			89,530	Ga.	41,194 N.C	39,769	Ala.	Yes	Yes	Yes
118	.50	71,385	71,000	98		2			Yes	No	No	No	No				71,287				Tex.				No	Yes	No
119	1.00		4,600					None	No	Yes	No	No	No												No	Yes	No
120	1.00	21,136							Yes	No	No	No	No							11,100	Ariz.	2,600 N.M.	2,700	Cal.	No	No	No
121	.35	81,402	816,519	85	10	5			No	No	No	No	Yes	21,224	87,014	19,921	83,709	547,634	59,964	75,550	Ia.	73,578 Ohio	69,891	Ill.	Yes	Yes	Yes
122	.50		6,000				85	None	No	No	No	No	No								Ind.	Ohio	Mich.	No	Yes	No
123	2.00		27,000				58	None	No	No	No	No	No	1,287	4,394	2,574	5,758	14,218	3,279		Ill.	Ohio	N.Y.	No	Yes	No
124	1.00		25,100		42	58	81	4	Yes	No	No	No	No						6,045	19,214	Utah	5,083 Ida.	376	Nev.	No	Yes	No
125	1.25	66,466	65,041	83		17	60	None	Yes	No	No	No	No	51	298	83	889	63,926	844		Ia.	Ill.	Mo.	Yes	Yes	Yes
126	.50		44,455					None	Yes	Yes	No	No	No						43,648		Wash.	Ore.		Yes	Yes	Yes
127	.50	308,070						None																Yes		Yes
128	1.00		15,000	80	15		60	40	Yes	No	No	No	No						15,000		Ore.	Wash.	Ida.	No	Yes	No
129	.60		85,000					None	Yes	Yes	No	Yes	No						85,000	25,800	Ore.	29,283 Wash.		11,155	Ia.	Yes	Yes	Yes
130	.50		41,104					4	Yes	Yes	No	Yes	No				448	2,579	39,966	20,031	Colo.	6,882 Ida.		3,814	Wyo.	Yes	Yes	Yes
131	1.00		54,928	91	8	9	83	4	No	No	No	No	No	24	111	21	60	54,514	259		Wis.	Ill.	Mich.	Yes	Yes	Yes
132	1.00	77,280	77,116	86	4	10		2	Yes	Yes	Yes	Yes					73,718	3,396			Wis.	Minn.		Yes	Yes	Yes
133	1.00	1,800	2,158	70	20	10	90	None	No	No	No	No	No					2,115									
134	.40	25,372							Yes	Yes	Yes	Yes	No	3	12	14	106	5,459	27,799		Wyo.	Colo.	Ida.	Yes	Yes	Yes
135	1.00		30,000	95				10	Yes	No	No	Yes	No											No	Yes	No
136	.50	84,795	85,701					None	No	No	No	No	No				79,407	1,068		46,158	Ark.	11,226 La.	10,630	Miss.	Yes	Yes	Yes
137	.50	1,018,451		71	7	22	32	None	No	No	No	No	No	71,288	239,790	49,259	101,090	508,738	64,589						Yes	Yes	Yes
138	4.00		14,227				82	None	No	No	No	No	No	1,604	4,225	764	1,001	4,964	1,163		N.Y.	Ill.	Pa.	No	Yes	No
139		11,779	12,044																							
140			175,000																							
141		46,885																								
142	.50		115,061		82	18		None	Yes	Yes	No	Yes	No				1,534	97,686	5,999		Neb.	Ia.	S.D.	Yes	Yes	Yes
143		37,200	39,900																							
144		51,120																								
145	.50	136,222	222,637					None						81	485	2,878	99,704	117,114	7,141					Yes		Yes

Wood, Putnam & Wood Gets New Business

Accounts newly placed in the hands of Wood, Putnam & Wood of Boston and Baltimore include that of the American Forestry Company of Framingham and Boston, Mass., that of the G. R. Godfrey Company, of Gardner, Mass., manufacturers of Wear-Proof Belts and Horsenauto Harness, and that covering the recruiting campaign of the New England Department of the United States Shipping Board.

Urmy Goes to Metropolitan Company

Winfield Urmy, formerly connected with the Kelly-Smith Company, newspaper representatives of New York and Chicago, has joined the staff of the Metropolitan Advertising Company of New York.

Rauh Company's New Director

L. B. Kritcher has just been appointed art director for the Richard S. Rauh Company, Pittsburgh, Pa. Mr. Kritcher has been the winner of several prizes in Pittsburgh recently, including one in the Pittsburgh Smoke Abatement Club Contest and another in Nicola Contest.

The Richard S. Rauh Company has just received the account of the Thimbo Manufacturing Company, of Pittsburgh, manufacturers of Thimbo, "the thimble that cuts thread."

Radoye Heads New Haynes Department

Gilbert U. Radoye, director of advertising of the Haynes Automobile Company, Kokomo, Ind., has been appointed to the additional position of director of sales promotion. Mr. Radoye will undertake the organization, supervision and direction of an entirely new department—the sales promotion department, which will co-ordinate the various advertising and selling activities of the company. Mr. Radoye has had extensive experience in work of this nature, having been associated with the selling division of the Packard Motor Car Company of Detroit.

Fernald, "Christian Herald" Treasurer

Luther D. Fernald, business manager of the *Christian Herald*, was made treasurer of the publication as well, at a recent meeting of the Board of Directors.

Reuben P. Sleicher Succeeds Father

Reuben P. Sleicher has been named by the Board of Directors of the Leslie-Judge Company of New York to succeed his father, John A. Sleicher, retiring editor-in-chief of *Leslie's Weekly* and president of the Leslie-Judge Company. The elder Mr. Sleicher who is reported seriously ill at his home in Albany leaves journalism at the age of seventy-one after a long and active career in newspaper and magazine editorial rooms.

Silver Company Appoints Advertising Head

Thomas B. Lasher, sales manager of the Holmes & Edwards Silver Co., International Silver Co., Successor, Bridgeport, Conn., announced at a recent convention of the sales force the appointment of William B. Griffin to the position of advertising manager and of W. B. Harrington to the post of assistant sales manager.

Among those who addressed the convention were James G. Berrien and McAlister Coleman of the Berrien Co., advertising agents for the concern.

New Account for Greig & Ward

Greig & Ward, Inc., advertising agents of Chicago, have recently acquired several new accounts, including those of the Rubber Products Company, Barberton, Ohio, manufacturers of "Stronghold" tires; the Rogers Company, Chicago, manufacturers of women's petticoats and bloomers; John A. Tolman Company, Chicago, "Green Mill" Coffee; the Hockaday Company, Chicago, "Hockaday Paints"; and the Hugo du Brock Company, Chicago, women's dresses. The agency is now sending out new orders for the Regal-Spear Company's advertising of children's hats in national women's publications.

Making Farm Paper Copy "Truly Rural"

(*Continued from page* 14)

The second change was in a dance scene, the farm paper variation of which is reproduced with this story The city version showed a costume dance in a big ballroom. So far, so good. Farm homes do have big parlors that might be classed as ballrooms. But the costumes were all of the pseudo-rural character that city folks delight to don for costume "barn dances." Faithful to the realism demanded of him, the artist made them "truly ruly" instead of truly rural — which wouldn't do at all in a farm advertisement that might be read by the farmer as a ludicrous attempt to sketch him performing the light fantastic in his native garb in his native habits. The version given here was substituted and our little lady of the light foot and slender ankle was made to dance "such-a way" in the normal American—not bucolic—fashioned clothes that little farm ladies normally wear, and her companions were garbed with the same good sense. The shift in interior to a real barn with agricultural machinery lying about was not essential but quite logical.

TO KEEP HIM HAPPY

The substituted page referred to earlier has a direct occupational or class appeal. Picturing the Grafonola adding a cheery note to the family welcome home after the hard day of labor in the fields, it contains a subtle suggestion to the effect that the instrument can be made to play no small part in the important task of keeping the farm boy and the farm hired man contented on the farm by bringing to him some of that syncophated joy that is supposed to lure him to the white lights of the great cities. It is powerful sales argument for the Grafonola and perhaps the only one that justifies class presentation to back it.

This campaign was chosen for description in this Farm Paper issue of ADVERTISING & SELLING because it is free from freakishness, because it has not been "written down" to the farmer and because it is typical of a large number of essentially sane, well-considered campaigns now running in farm papers that are disregarding the ancient theories and appealing to the American farmer on the same broad basis that they would start from in appealing to the broker, or the advertising agent or the street car conductor. It has made the very few concessions to local color that are patently advisable. It is "truly rural" and not "truly ruly."

EL CAMPO INTERNACIONAL
Spanish
O CAMPO ILUSTRADO
Portuguese
THE FIELD ILLUSTRATED
American
The AMERICAN INTERNATIONAL PUBLISHERS INCORPORATED
COOPERATING WITH
The Advanced Agricultural Publishing Company

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The FIELD
ILLUSTRATED

Some 800 advertisers, using 30-000 lines per issue, have learned, since 1914, to appreciate THE FIELD Illustrated, and report a remarkable variety of good results.

Large individual orders—and definite economies in opening up channels of desirable trade—visualize the compact purchasing power of the estates and big farms of America.

The advertising service of THE FIELD Illustrated cannot be duplicated through the use of another medium. Impressive facts and information are available.

EL CAMPO
INTERNACIONAL

covers Latin America in a way that leads export managers to change established policies, when necessary, to use its advertising pages.

EL Campo deals with the chief interests of the class of Latin Americans who hold 90 per cent of the national wealth of the republics. For export profits South EL CAMPO paves the way.

If you are not fully informed in regard to this impressive magazine, we will gladly send a representative to any place in the United States to give you full details.

CHAS. A. OTIS, Chairman G. HOWARD DAVISON, Pres.
WM. PIERSON HAMILTON, Vice Pres.

THE AMERICAN INTERNATIONAL PUBLISHERS, Inc.
2 West 45th Street, New York

Wade To Direct Cordage Advertising

The Whitlock Cordage Company has secured the services of H. E. Wade, who will take the position of advertising manager shortly. For several years Mr. Wade has been associated with the Ridgway Publishing Co., a subsidiary of the Butterick Company, as editor, art director and promoter of publicity. He is perhaps best known to the general public through his writings in *Business Education*, the *Independent Magazine* and *Adventure*.

Before entering the field of advertising and magazine making, Mr. Wade was a newspaper man and writer. He was educated at New York University and is a graduate of the School of Journalism, where he has since lectured on advertising and magazine writing.

Emerson Heads Jackson Sales Force

P. L. Emerson, formerly sales manager of the Olds Motor Works, Lansing, Mich., has now gone with the Jackson Motors, Inc., Detroit, as head of the sales organization. Mr. Emerson has also acquired a financial interest in the Jackson Company.

Cut Waste From Advertising

(*Continued from page 4*)

of the principles of both salesmanship and advertising to the sale of goods. It is that connecting link between salesmanship and advertising which has been, if not overlooked, at least seriously neglected, and which, if developed and put to use by the advertising man, will bring about the coordination in distribution that is so obviously missing. It will result in cutting out a great deal of waste. Because merchandising is undeveloped, except among the great retail merchants, dealers, as a whole, are not better merchants, and the cost of sales have not been materially reduced in the last decade or two.

WHAT MERCHANDISING MEANS

Specifically, in relation to any nationally advertised article, merchandising is the close cooperation between the national advertising of the goods in question and the dealer's potential of salesmanship. We call it "tying the dealer up with the advertising,"—a phrase which is more fluent in speech than real in results. What actually is called for is something which will induce the dealer himself to apply salesmanship and advertising to his business in general and to the particular nationally advertised article in question. This "something" is the one means of transmuting an order-taking dealer into a salesmanlike merchant.

The element of the wastage in this matter of distribution (which lies really at the door of salesmanship and advertising) gives the advertising man the opportunity of doing the biggest constructive work of this day and age. James J. Hill said of the three factors of business that production as a problem was solved; that consumption as a problem was solved; and that, of the problem of distribution, the railroads had satisfactorily met the need. We cannot help but admit that there is a lack of coordination between salesmanship and advertising, which are the other elements of the factor of distribution. Furthermore, we cannot help but admit that national advertising alone does not fully meet the need of the hour to link itself closely with the dealer, the merchandise, and the consumer.

What could be more apparent than that the lack of applied knowledge of salesmanship and merchandising by the advertising man has left to happenchance this important element of contact with the dealer? National advertising alone does not carry close enough to the dealer—is not strong enough alone to restore the former dealer morale. Newspaper advertising, even where it is possible to use in the advertising the names of the several dealers in a community carrying the advertised goods, is not wholly effective. "Posting" and "paint" cannot do the work. Yet something must be done that will restore dealer morale.

By the process of measuring and weighing the possibilities of every avenue of advertising, and discarding, for the moment, each one that is not wholly satisfactory, you come at last to a great advertising medium, old as the hills, and just as neglected—the dealer's window. His window is next to the dealer's heart. It is his natural advertising medium. It is the face of his business—and it is the face with a smile that wins, the smile that brings to the customer the light reflected from the major advertising effort of national selling.

(*Continued on page 58*)

Are you Making the Most of Your Opportunity in Iowa?

Many advertisers tell us that their circulation charts show they are either reaching only about 60% or over 200% of the Iowa farms—that Iowa is the hardest state in which to strike a correct balance on circulation. In either case there is a loss. In the first a loss of opportunity. In the second a loss of time, effort and money.

YOUR EXPERIENCE SHOULD PROVE THIS

As long as advertising campaigns are hewed to a line set by state and national publications it will be practically impossible to strike the right ratio between the available circulation in a given territory and the number of farms or rural population. This is especially true of Iowa because so many agricultural publishers, far and wide, have aimed their circulation guns out this way, realizing, of course, that Iowa is perhaps the very best farming state. We do believe sales possibilities in Iowa will justify a more intensive advertising effort than in any other state, but to realize the greatest benefit from an advertising investment we believe that Iowa should be considered as something more than a state, for her state lines do not determine anything but her geographical boundary.

Recall your trips through the middle west. Could you distinguish between Eastern Iowa and Northern Illinois, Northern Iowa and Southern Minnesota, Western Iowa and Eastern Nebraska, Southern Iowa and Northern Missouri? Then consider the facilities for distribution. This "Greater Iowa" is immediately accessible to distributors in Chicago, St. Louis, Kansas City, Omaha, Sioux City, Minneapolis and St. Paul, Milwaukee and Des Moines—the bull's eye. Call this a section or a zone or anything you please but the fact remains that this is the way to consider Iowa, and the way to reach the farmers in this territory most effecively is to pick the papers that are published for them and have the greatest immediate and most direct influence on them.

NINE YEARS OF WORK HAVE BROUGHT CORN BELT FARMER TO THIS POINT

Less than 1% of our circulation is outside of the Corn Belt. 91.1% is west of the Mississippi River. 52.6% is Iowa circulation; in fact, of all farm papers published or circulating in Iowa there is only one with more circulation than Corn Belt Farmer. 25.9% is located in Eastern Nebraska. It will pay you to study Corn Belt Farmer's relation to this situation. We believe you can save money and increase the effectiveness of your advertising by including

THE CORN BELT FARMER

Published Monthly at Des Moinss, Iowa

PAUL B. TALBOT, Publisher M. A. COVERDELL, Editor

Advertising Representatives

CONE & WOODMAN, Inc., New York, Chicago, Detroit, Kansas City

Tabulation of Number of Agate Lines in Advertising in Leading Farm

	Nebraska Farmer	Nebraska Farm Journal	Nebraska Ruralist	Farm and Ranch	Oklahoma Farmer	Oklahoma Farmer and Stockman	Journal of Agriculture	Missouri Ruralist	Missouri and Kansas Farmer	National Farmer and Stock Grower	Progressive Farmer
Automobiles	40,473	4,256	573	49,097	17,507	35,911	14,439	14,893	148	1,080	36,989
Auto Tires	39,707	12,645	1,725	39,614	19,051	33,385	7,988	16,463	2,257	363	48,197
Motor Trucks	18,789	11,967	.....	13,004	9,376	5,966	2,296	5,414	.....	.....	11,125
Auto Accessories (Exclusive of Tires)	25,589	6,856	384	31,468	9,773	27,129	9,200	7,523	823	749	22,623
Auto Attachments	1,204	788	168	1,944	455	1,767	7	177	42	176	1,266
Motorcycles and Bicycles	900	389	.....	536	266	700	492	336	244	162	1,283
Motorcycle and Bicycle Accessories	500	120	.....	.....	.....	.....	.....	.....	.....	.....	.....
Building Material	15,939	3,746	252	20,091	7,598	21,578	3,539	5,883	294	3,659	38,573
Portable Houses, Grain Bins, Tanks, etc	7,020	3,542	.....	2,250	60	923	111	2,362	.....	504	5,488
Concrete Machinery and Molds	2,093	5,022	84	.....	28	518	140	623	280	140	803
Clothing (General)	12,658	6,398	188	4,429	1,956	3,876	896	8,102	.....	1,974	15,894
Men's Clothing	22,103	3,764	296	25,323	12,901	18,024	6,376	9,455	886	1,399	24,634
Women's Clothing	728	72	555	953	1,242	77	862	227	316	534	4,160
Children's Clothing	182	.....	.....	182	.....	.....	.....	.....	.....	.....	182
Cream Separators	14,592	5,618	440	6,432	7,199	12,912	10,145	5,895	4,752	2,743	8,299
Cream Separator Accessories	.....	.....	.....	.....	.....	.....	.....	.....	.....	38	.....
Dairy Supplies and Barn Equipment	6,126	1,832	780	920	40	.....	780	717	119	226	7,150
Educational	6,620	8,241	262	12,153	12,329	12,171	2,575	7,206	3,001	1,353	8,318
Engines	8,675	8,865	1,095	10,549	5,341	7,646	3,610	7,831	1,721	1,589	16,910
Engine Accessories	19,293	140	.....	15,255	2,954	14,389	3,868	6,046	8,461	.....	.....
Tractors	78,513	21,864	.....	69,169	47,692	58,369	12,991	28,468	768	3,192	35,760
Farm Implements and Machinery	76,019	27,978	1,459	64,711	33,299	44,370	15,388	26,574	3,934	9,797	92,560
Pumps	222	168	.....	.....	224	224	112	140	.....	140	763
Farm Supplies	7,578	5,340	476	1,182	2,390	1,438	2,952	1,957	857	362	8,000
Fencing	12,155	2,308	14	2,410	2,785	4,092	3,470	2,452	1,488	1,196	6,681
Fertilizers	826	992	826	2,581	210	2,966	2,856	1,664	.....	824	23,013
Financial	1,740	5,636	1,472	1,212	850	144	456	1,434	193	.....	2,766
Food Products	9,647	11,599	440	21,089	28,505	22,988	5,200	8,380	2,653	1,024	13,300
General Merchandise (Mail Order Houses)	5,574	4,833	13,039	1,554	2,676	2,675	3,776	2,688	808	2,260	3,116
Hardware and Cutlery	2,800	1,139	.....	1,672	639	1,644	544	964	200	.....	5,316
Household, Miscellaneous	6,877	4,469	.....	15,887	9,230	7,230	2,148	3,644	1,782	1,040	26,228
Incubators and Poultry Supplies	9,597	11,597	641	9,435	13,759	5,167	8,351	17,426	6,256	3,953	3,736
Jewelry and Silverware	4,392	112	.....	4,625	328	.....	1,658	1,951	860	84	2,607
Lighting Devices	669	2,482	212	1,738	4,568	4,344	2,129	2,898	1,847	28	4,969
Heating and Water Systems	19,951	9,316	.....	3,836	2,586	4,662	664	4,908	4,218	.....	10,392
Electric Lighting Systems	12,958	9,767	852	6,516	2,993	6,307	2,500	5,990	.....	.....	10,874
Medical and Toilet Preparations	1,347	1,840	76	4,356	5,159	1,131	1,060	1,200	4,057	2,339	8,337
Musical Instruments	9,128	2,568	90	6,626	3,318	3,480	3,500	3,465	1,072	1,702	9,617
Paints and Varnishes	3,197	2,022	.....	.....	455	674	1,257	2,160	418	70	6,097
Publishers and Booksellers	6,110	1,567	104	5,350	2,768	839	7,782	3,129	2,136	1,732	1,114
Raw Furs	13,932	17,912	1,755	8,923	10,806	9,131	3,256	14,093	4,245	1,591	6,565
Seeds and Nursery Stock	11,365	8,006	1,680	10,063	12,859	9,103	2,123	4,790	2,528	2,032	19,005
Silos, Ensilage Cutters and Fillers	2,729	2,453	.....	3,108	1,048	575	997	4,683	.....	89	3,203
Sprayers and Spray Material	60	.....	.....	3,086	162	.....	83	2,360	.....	398	5,055
Stock Foods and Remedies	26,221	12,948	600	21,375	10,532	13,767	5,304	13,604	5,612	4,644	11,309
Tobacco	.....	1,792	.....	1,810	1,862	7,392	4,769	1,879	1,498	1,792	8,888
Transportation	2,838	300	.....	800	345	126	.....	1,124	.....	.....	294
Vehicles	300	1,238	.....	8,834	378	1,324	1,610	2,252	54	394	18,180
Harness Accessories	1,019	1,820	532	868	1,136	112	355	1,588	.....	.....	5,292
Miscellaneous	18,070	13,316	2,116	39,265	14,405	18,741	8,151	11,516	3,164	7,550	44,785
Canning Outfits	140	140	.....	1,506	578	487	80	20	.....	.....	1,642
Firearms and Ammunition	4,392	26	.....	4,238	2,302	3,500	3,178	2,243	22	44	5,048
Novelties	.....	37	.....	86	.....	.....	22	355	.....	247	.....
Oils	23,231	6,750	.....	11,514	12,277	16,729	8,847	21,840	.....	2,240	11,606
Typewriters	252	156	.....	16	100	252	292	282	196	280	308
Want Ads	.....	14	.....	.....	42	28	.....	.....	.....	.....	49
Land and Real Estate	6,076	15,348	1,747	2,365	13,081	5,332	1,801	11,884	2,110	1,392	9,609
Commercial Advertising Total	622,707	294,137	35,618	579,459	351,216	458,654	186,078	320,950	67,959	69,087	691,511
Auctioneers	7,559	1,887	.....	836	545	639	.....	557	.....	.....	182
Live Stock Advertising	330,837	45,227	59,209	73,734	62,027	72,188	14,956	42,005	620	2,701	82,872
Poultry Advertising	505	479	126	15,012	182	160	197	329	162	229	1,173
Classified Advertising	53,917	9,303	6,651	77,292	19,304	21,527	12,863	18,494	6,183	1,351	42,524
Grand Total	1,015,525	351,033	101,604	746,333	433,274	553,168	214,094	382,335	74,924	73,368	818,265

Find New Sources of Newsprint

Florida saw grass and cotton linters are being boomed in the South as bases for newsprint paper, and the announcement comes that two big corporations are being organized in Florida and Texas, respectively, to manufacture newsprint from these materials. According to the Leesburg, Fla., *Commercial*, the promoters of the Grass Fiber Pulp and Paper Corporation are planning to build a saw grass pulp mill in Florida within four months and eventually to have ten mills in operation in various parts of the State. The report says that there are millions of acres of saw grass in Florida and that the company has control of enough of this raw material to run many mills the size of the ten now contemplated.

In Dallas, Tex., J. Y. Webb and associates are said to be organizing a company, with a million dollar capitalization, to make paper from cotton linters. The new company, to be known as the Trinity Paper Mills, Inc., expects to begin the production of twenty tons of paper a day within ten months, the report adds.

Tel-U-Where Places Account

Edward M. Carney, formerly with Carney & Kerr, advertising agents, New York, has been made advertising and business manager of the Tel-U-Where Company of America, Inc., New York and Boston, the president of which is Earle G. Knight, formerly New England manager of the Butterick Publishing Company. Oscar R. Graham, of the New York advertising staff of the Curtis Publishing Company and the Butterick Publishing Company becomes New York manager for the Tel-U-Where Company.

The Tel-U-Where Company has placed its advertising account with N. W. Ayer & Son.

"Oil News" Moves

The Shaw Publishing Company, publisher of the *Oil News* and the *Daily Oil News Report*, has moved its offices from Chicago to Galesburg, Ill. Howard F. Weeks has been appointed eastern representative of these publications with headquarters at Brooklyn, N. Y.

Chatham Agency Opens Offices

The Chatham Agency, a newscomer in New York advertising field, has opened offices at No. 3 West Twenty-ninth St. and is starting business with several good accounts.

Papers from January 1 to December 31, 1919, Shown by Commodities

Pennsylvania Farmer	National Stockman & Farmer	Practical Farmer	Michigan Farmer	Indiana Farmers' Guide	Prairie Farmer	Orange Judd Farmer	Wisconsin Agriculturist	Wisconsin Farmer	Iowa Homestead	Wallace's Farmer	Farmer & Breeder	Iowa Farmer	The Farmer	Farm, Stock & Home	Dakota Farmer	North-West Farmstead	Farmer's Mail & Breeze	Kansas Farmer
7,034	37,618	1,408	24,873	37,517	34,009	29,288	23,256	9,319	21,036	35,122	1,584	88	38,686	10,927	31,080	12,794	30,409	6,636
20,267	36,107	1,427	37,014	38,550	36,464	29,138	15,980	.....	48,998	34,573	6,990	1,666	39,343	11,395	30,370	24,199	43,682	1,911
29,403	7,118	.....	7,497	10,451	9,662	4,724	7,152	1,924	13,068	9,624	5,364	420	14,697	4,333	19,544	1,544	15,664	756
7,403	15,604	14	24,539	19,685	24,810	14,271	22,905	11,765	25,123	15,905	1,372	.....	27,594	10,998	24,021	7,013	26,876	84
2,393	2,077	84	3,637	1,413	1,160	524	376	852	1,579	1,404	242	.....	2,424	436	1,036	364	1,306	126
894	736	246	857	562	435	765	1,082	392	800	728	196	.....	1,216	630	600	305	861	.....
.....	.....	.....	.....	500	500	.....	.....	.....	.....	500	.....	.....	.....	.....	.....	.....	.....	.....
7,202	19,917	3,762	16,431	17,200	35,651	16,082	15,007	6,150	22,642	31,785	7,670	1,596	28,040	6,498	16,470	1,506	18,918	2,307
2,424	2,227	220	536	2,306	3,579	3,802	1,774	1,271	8,682	7,729	5,497	410	13,778	4,386	12,305	861	5,837	60
553	784	70	399	735	1,012	138	2,359	1,071	1,408	2,322	2,054	1,714	2,800	1,802	470	36	1,364	210
12,533	7,835	8,882	9,151	9,280	17,206	15,924	13,819	11,578	9,444	10,358	1,146	1,512	10,610	2,794	8,462	6,814	9,491	616
9,995	6,818	908	15,595	16,387	17,648	5,078	11,054	6,272	29,454	19,323	252	980	19,592	6,792	19,979	12,097	20,240	2,920
454	226	360	315	756	182	28	378	560	205	79	.....	774	1,087	511	434	414	854	14
.....	.....	.....	.....	182	182	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
6,626	12,192	1,119	14,542	13,475	13,761	12,450	11,402	8,714	11,056	8,223	3,829	1,954	15,685	13,220	12,368	9,237	13,412	5,820
.....	.....	.....	84	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
3,914	14,459	3,032	14,674	3,560	11,198	1,659	30,625	13,216	8,913	6,554	3,038	.....	43,360	5,437	15,522	4,322	4,492	.....
517	2,867	468	6,592	3,301	2,165	6,397	8,459	4,257	5,494	4,595	6,489	345	17,753	6,799	11,793	12,929	13,379	2,038
3,183	9,910	1,883	8,086	8,272	9,136	6,145	1,141	4,402	10,170	11,138	1,623	337	15,114	4,199	9,963	7,435	13,589	2,664
168	7,134	.....	10,705	15,793	26,042	4,768	10,424	4,634	23,072	12,315	168	.....	22,602	5,405	24,713	506	21,904	652
20,615	28,648	59,266	34,627	58,272	75,321	47,780	52,678	33,284	53,018	79,515	18,330	3,906	80,275	36,380	85,252	27,240	79,851	2,994
34,291	48,292	10,760	53,477	69,882	83,422	61,433	42,297	33,481	59,502	88,181	25,269	6,613	101,693	41,147	76,543	28,783	61,543	3,917
105	105	.....	679	678	504	.....	504	.....	140	140	.....	.....	804	.....	168	.....	154	.....
5,379	6,216	220	5,273	7,764	6,667	6,671	7,588	4,970	11,839	16,005	5,982	23	11,234	4,031	5,889	2,657	6,193	876
994	7,138	433	5,292	7,446	9,095	7,637	5,146	3,310	14,722	10,899	3,760	140	12,469	3,352	9,516	2,064	5,089	258
25,720	24,351	11,309	18,225	17,123	4,309	5,622	4,290	4,280	2,141	1,901	.....	840	1,148	840	1,130	.....	.....	1,826
927	464	.....	2,791	889	16,988	615	553	1,619	5,125	1,771	8,482	3,731	1,197	798	1,778	1,120	3,720	436
1,464	17,731	41	21,586	6,976	11,404	9,256	11,863	7,829	16,825	6,778	1,082	174	20,958	9,128	9,537	6,715	16,601	3,080
1,063	8,423	4,666	5,470	.....	4,726	7,600	8,480	3,267	4,374	5,303	5,307	296	10,877	6,438	10,363	6,346	6,201	1,371
1,135	5,480	48	3,540	3,710	5,548	4,901	3,720	1,836	1,406	2,805	42	.....	7,256	2,187	3,265	1,938	3,620	.....
8,665	7,191	6,243	9,046	7,318	10,170	5,460	9,218	3,388	4,694	9,398	2,296	1,647	13,586	4,774	13,868	5,054	8,921	270
7,844	15,675	2,200	7,347	12,544	9,222	16,225	11,027	11,431	19,556	10,075	7,757	7,461	13,269	5,315	14,337	10,903	19,645	2,122
888	3,294	.....	1,888	4,448	2,544	1,892	1,344	1,868	3,212	1,200	280	.....	5,320	392	3,430	.....	4,474	.....
3,826	3,566	500	4,224	3,134	3,412	2,492	4,126	1,502	4,152	3,317	750	60	2,367	1,258	1,646	1,474	3,201	1,217
18,302	23,172	2,584	24,238	21,728	22,114	16,647	20,611	18,143	19,308	17,251	5,394	.....	28,547	14,505	22,691	7,520	10,042	3,312
5,538	7,379	750	9,328	8,419	13,839	4,112	10,920	10,851	12,976	15,233	5,955	420	18,586	10,698	19,056	6,267	17,302	.....
84	2,866	352	1,942	1,112	876	1,708	628	1,568	3,260	888	1,978	1,384	848	624	1,092	2,212	1,596	112
3,392	7,934	538	9,682	10,124	8,586	5,616	9,292	7,000	10,895	8,022	290	1,315	15,612	5,356	8,961	5,672	10,280	.....
7,663	5,587	30	9,199	11,367	17,402	1,330	7,530	6,635	12,131	8,696	42	.....	9,069	2,400	8,539	336	4,473	.....
201	3,031	1,192	2,184	5,610	7,041	4,759	3,608	9,701	7,431	4,778	2,878	1,436	8,945	1,255	6,026	1,203	7,594	80
7,609	9,414	3,201	15,336	9,428	7,954	15,705	11,037	19,061	25,619	12,099	11,696	1,439	21,198	13,688	16,062	9,535	21,099	3,999
10,421	15,429	3,252	15,060	9,266	6,596	9,860	11,168	9,599	11,135	17,548	9,375	6,831	14,727	10,271	20,744	17,221	9,503	1,509
10,310	12,839	2,300	13,942	15,276	9,374	10,349	23,413	13,566	13,783	14,373	2,154	553	17,543	3,531	5,057	1,784	6,514	735
9,567	3,675	839	4,761	2,797	1,889	1,118	2,872	30	116	369	.....	.....	2,888	.....	672	25	.....	.....
43,782	46,257	2,420	38,701	30,586	32,164	29,199	29,512	24,765	49,818	57,623	17,372	2,512	21,851	7,588	23,987	11,614	21,535	1,922
792	1,792	1,792	1,808	.....	1,792	.....	7,660	7,616	1,795	.....	3,136	.....	7,672	.....	.....	2,912	7,616	1,576
.....	1,322	.....	2,136	1,464	1,628	2,400	2,052	168	882	1,492	168	.....	2,552	3,262	2,352	1,675	3,208	.....
410	5,272	672	640	2,064	1,502	730	994	1,166	1,048	1,198	150	.....	582	260	382	708	894	290
280	1,902	.....	1,114	1,940	1,262	1,124	1,898	1,861	3,718	3,425	1,220	.....	5,935	1,774	5,957	3,182	2,199	224
10,335	16,825	6,260	22,676	16,794	20,344	16,429	16,881	15,271	20,109	24,082	20,558	5,605	30,355	16,607	23,493	16,954	16,457	9,333
558	149	.....	473	168	.....	.....	182	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
2,880	2,324	14	5,184	4,032	5,169	2,344	5,432	2,244	2,244	5,204	14	.....	5,302	2,374	4,074	50	4,437	56
.....	17	.....	.....	.....	.....	20	.....	.....	.....	.....	.....	.....	.....	340	98	420	14	.....
4,569	10,010	.....	31,927	38,015	35,053	32,219	27,117	23,883	37,282	34,236	14,364	2,720	28,736	20,906	33,380	9,088	30,261	24,948
.....	266	.....	84	196	212	268	212	212	322	224	188	224	210	212	266	270	196	298
550	1,782	52	898	59	.....	.....	91	19	217	295	.....	.....	.....	.....	46	7	14	8
3,780	7,202	2,222	6,110	6,236	5,912	6,705	2,623	2,990	18,886	24,567	4,169	4,360	3,989	2,629	4,438	3,805	54,222	5,651
.....	546,737	94,699	586,415	596,750	688,635	491,945	564,924	389,211	695,125	695,767	228,262	68,200	841,785	343,542	682,076	298,487	692,086	99,231
.....	33	.....	.....	4,640	1,764	2,448	252	1,044	7,597	2,754	2,265	.....	1,953	.....	2,886	660	2,401	366
5,987	52,701	1,470	58,407	281,207	264,171	280,341	148,356	163,752	350,838	449,761	156,693	1,339	301,721	20,369	294,057	61,761	165,223	73,723
6,441	16,342	2,002	11,828	24,242	739	3,250	416	862	32,560	1,269	272	63	8,701	2,265	2,035	356	633	87
.....	.....	.....	.....	26,475	28,307	26,387	30,212	12,925	.....	.....	11,472	3,349	38,864	11,622	30,983	12,347	49,409	18,080
413,575	615,813	98,171	656,650	933,314	983,616	804,371	744,160	567,794	1,286,120	1,160,861	398,864	72,950	1,193,024	377,798	1,012,047	373,611	909,772	191,487

Keep Advertising to the Farmer

Don't stop your advertising just now because the farmer is busy putting in his crops. The old practice and theory of advertising has been that after the first day of May the farmer does not have any further time for reading and therefore it is a waste of money to continue to advertise to him. The progressive farmer of to-day is not the tired, worn-out man of yesterday, at the end of the day's work. He will pick up his home town newspaper and read the news While he reads, just remind him that the next machine he needs may be a cultivator, mowing machine or harvester Present the idea to his mind and it will undoubtedly mean the sale of machines —*Emerson-Brantingham Dealers' News.*

Gift to Employes on Birthday

The feature of the celebration of the ninetieth birthday of John Jacob Bausch, founder of the Bausch & Lomb Optical Company, was the distribution on July 23 of a fund of $250,000 among the several thousand employes of the company's Rochester, N. Y., plant. Length of service was the basis of the individual gifts, each employee receiving $1 for each month he or she had been in the service of the concern. Mr. Bausch announced also that he had made an additional gift of $50,000 to be added to the benefit fund of the employees.

Norfolk Has New Newspaper

The Norfolk *Tribune*, issued week-day afternoons and Sunday mornings, has just been established in Norfolk, Va., by a stock company composed of retail merchants of the city.

Robel & Bryant Make Staff Changes

Robel & Bryant, advertising agents of Chicago, announce the appointment of Ida B. Muriset as general office manager and corresponding secretary, of Paul Crissey as sales manager, Matthew A. Carpenter as space buyer, and W. J. Pralle as manager of the mechanical department.

Stendal With Klapka Company

Edward Stendal, formerly with the Bert L. White Company, and Rogers & Co. of Chicago, has joined the Jerome J. Klapka Company, Inc., Chicago artists, as vice-president.

Tabulation of Number of Agate Lines of Advertising in Leading Farm

	Farm Journal	Successful Farming	Country Gentleman	Farm & Home	Farm & Fireside	Farm Life	Better Farming	Rural New Yorker	Ohio Farmer	New England Homestead	American Agriculturist
Automobiles	6,080	13,905	57,460	20,872	19,986	350	1,604	31,012	21,998	11,476	16,108
Auto Tires	15,428	22,456	90,128	17,692	9,042	2,502	1,470	37,708	38,100	24,522	23,319
Motor Trucks	828	4,505	23,800	1,844	1,462	.....	700	9,074	10,544	5,324	5,798
Auto Accessories (Exclusive of Tires)	11,519	39,089	69,188	19,980	16,256	2,991	3,407	17,855	23,914	8,214	7,305
Auto Attachments	2,503	1,335	3,626	440	350	223	126	3,363	3,749	3,858	950
Motorcycles and Bicycles	621	2,120	835	490	242	747	170	340	1,304	758	737
Motorcycle and Bicycle Accessories	14	146	.....	.....	.....	.....	.....	500	500	.....	.....
Building Material	20,644	36,724	54,066	13,239	16,930	3,648	4,247	23,312	19,070	7,475	5,548
Portable Houses, Grain Bins, Tanks, etc	463	1,009	5,430	100	449	478	528	3,384	3,185	1,028	882
Concrete Machinery and Molds	70	483	.....	.....	70	35	140	980	287	.....	.....
Clothing (General)	8,281	14,191	10,880	9,913	7,728	2,808	756	7,904	5,116	8,079	7,244
Men's Clothing	13,182	15,245	31,774	11,321	5,428	5,114	3,047	18,296	19,005	23,035	14,498
Women's Clothing	1,109	3,436	.....	2,119	1,155	3,773	2,411	522	646	2,086	1,162
Children's Clothing	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....	.....
Cream Separators	5,771	10,162	9,229	7,424	4,402	1,637	1,430	15,742	11,388	10,358	11,900
Cream Separator Accessories	.....	.....	.....	.....	.....	.....	.....	.....	59	.....	.....
Dairy Supplies and Barn Equipment	880	2,103	29,938	340	226	106	65	24,938	10,719	17,584	9,232
Educational	3,273	10,403	5,410	4,334	1,982	5,111	2,311	94	1,958	1,551	1,084
Engines	6,948	12,116	36,225	7,026	5,509	3,089	1,164	9,302	10,782	12,537	9,947
Engine Accessories	1,368	2,352	74,196	63	824	.....	.....	9,464	16,092	336	168
Tractors	4,955	26,190	74,996	14,322	9,556	873	2,162	35,993	61,882	32,360	23,531
Farm Implements and Machinery	17,342	34,050	19,545	27,196	18,883	9,336	7,660	67,521	66,920	36,412	32,741
Pumps	2,770	1,418	2,846	140	70	70	70	613	105	1,064	.....
Farm Supplies	810	1,607	14,397	1,352	204	166	316	8,764	8,517	3,261	5,558
Fencing	1,356	4,421	19,643	2,106	1,275	1,498	1,208	5,370	8,570	2,450	2,416
Fertilizers	916	168	8,830	208	503	168	1,063	31,406	20,627	27,302	13,963
Financial	.....	17	920	.....	140	.....	168	2,868	1,160	896	1,036
Food Products	5,175	7,263	2,101	5,904	5,089	388	2,330	12,099	12,333	16,678	10,857
General Merchandise (Mail Order Houses)	3,521	4,712	.....	11,434	2,437	5,524	4,373	12,658	7,595	10,309	9,555
Hardware and Cutlery	4,757	5,171	5,646	2,874	983	1,669	139	3,930	3,135	6,673	3,051
Household, Miscellaneous	18,059	17,733	29,276	13,869	6,256	4,469	4,325	14,005	11,101	10,807	12,203
Incubators and Poultry Supplies	10,079	14,678	23,789	22,521	4,994	3,237	4,543	9,128	9,922	11,402	10,617
Jewelry and Silverware	3,791	6,108	12,260	154	1,481	1,190	2,066	4,352	3,088	1,480	140
Lighting Devices	2,564	3,316	11,914	448	2,203	269	84	3,140	4,190	2,914	280
Heating and Water Systems	2,521	10,378	51,373	4,605	1,258	.....	.....	28,638	24,978	16,728	13,316
Electric Lighting Systems	450	6,579	32,180	.....	5,412	70	200	8,177	8,836	9,254	400
Medical and Toilet Preparations	10,326	8,924	1,458	7,592	4,293	6,328	3,939	3,441	2,388	1,670	1,708
Musical Instruments	8,512	7,915	8,852	10,882	6,006	3,906	886	9,747	9,733	5,388	6,346
Paints and Varnishes	5,096	6,370	7,797	154	2,225	104	102	4,323	10,028	687	310
Publishers and Booksellers	2,645	2,289	11,804	3,372	1,797	4,223	1,561	2,448	4,728	590	396
Raw Furs	8,246	10,580	554	7,616	4,439	8,629	2,581	8,871	10,254	8,452	9,644
Seeds and Nursery Stock	5,611	10,010	30,863	9,790	4,931	1,797	939	31,464	13,981	14,233	16,468
Silos, Ensilage Cutters and Fillers	1,967	2,652	10,859	866	220	94	325	14,003	15,421	10,417	8,649
Sprayers and Spray Material	1,227	2,020	13,213	487	440	447	25	22,375	5,049	9,433	4,747
Stock Foods and Remedies	4,426	7,800	19,550	6,196	2,844	1,398	987	52,959	51,873	49,854	38,293
Tobacco	.....	.....	4,251	448	2,022	124	5,040	.....	1,792	.....	3
Transportation	692	2,490	5,282	1,200	1,010	.....	1,656	2,612	1,968	868	1,268
Vehicles	406	382	5,970	316	158	240	50	782	1,302	1,510	720
Harness Accessories	529	1,706	3,022	800	884	300	300	957	1,176	722	442
Miscellaneous	20,101	26,917	68,030	14,791	16,363	6,157	6,119	20,295	15,239	17,898	11,132
Canning Outfits	115	500	3,075	138	210	77	72	1,304	671	300	311
Firearms and Ammunition	2,572	2,572	7,664	160	2,188	31	.....	4,288	5,384	84	1,628
Novelties	330	191	10	304	153	361	260	.....	.....	55	439
Oils	424	2,214	8,500	.....	400	644	420	10,914	17,722	5,360	672
Typewriters	140	295	392	504	280	252	260	252	162	252	210
Want Ads	10	17	163	.....	21	7	.....	242	918	111	101
Land and Real Estate	1,199	2,946	4,945	2,225	1,368	1,143	1,857	3,769	10,968	2,460	2,436
Commercial Advertising Total	252,617	434,380	1,128,245	292,171	205,027	97,811	79,796	657,578	632,166	456,191	364 103
Auctioneers	.....	5	.....	.....	.....	.....	.....	.....	.....	586	5
Live Stock Advertising	1,097	511	15,290	690	58	320	491	60,666	42,489	71,066	54,53
Poultry Advertising	856	1,061	14,702	1,070	274	185	167	28,002	12,575	1,220	5,20
Classified Advertising	.....	.....	.....	3,664	.....	2,528	1,739	33,336	.....	70,837	14,798
Grand Total	254,570	434,957	1,158,237	297,595	205,359	100,844	82,193	779,582	687,230	599,900	438,643

Long-Costello Officers Announced

The executive officers of the Long-Costello advertising agency, recently opened in Chicago, will be F. E. Long, president and treasurer, formerly publisher of the *Farmer's Review*; T. D. Costello, vice president, for several years western manager of the Associate Farm Papers; E. J O'Sullivan, secretary, formerly connected with the advertising departments of the Hudson and of the Maxwell motor companies.

To Advertise Mops and Polishes

The Harzee Manufacturing Co., Cleveland, is about to inaugurate a national advertising campaign for Harzee Reversible floor mops, Harzee polishes and other home essentials. The House of Hubbell, Cleveland, has been appointed the company's advertising agency.

Lion Account With King

The Lion Knitting Mills of Cleveland Ohio, have placed their account in the hands of the John S. King Company, Inc., Cleveland. "Ace" knitted caps and other knit wear will be advertised in boys' magaines and newspapers.

Shaffer Heads Hutchinson Advertising Club

Fred Shaffer has been elected president of the Hutchinson, Kan., Advertising Club. Other officers for the 1920-21 term will be George Hipple, vice-president; Ralph Henderson, secretary; and Bert Mitchner, treasurer. The executive committee will be composed of Harry Smith, George Hausam, C. O. Hitchcock, William H. Schrader and Richard Hall.

Dyer Gets Wyerhauser Lumber Account

The George L. Dyer Company of New York has obtained the advertising account of the Wyerhauser Lumber Company of St. Paul and Tacoma. Newspaper and periodical space will be used.

Battery Contracts Placed

Contracts have been placed with an Indiana list of daily newspapers for 50,000 lines to appear this week by the McCutcheon-Gerson Service of Chicago for the O. K. Giant Battery Corporation of Gary, Ind.

Papers from January 1 to December 31, 1919, Shown by Commodities

Farmer and Stockman	Southern Planter	Arkansas Homestead	Southern Ruralist	Inland Farmer	Southern Agriculturist	Southern Cultivator	Breeders Gazette	Hoard's Dairyman	Kimball's Dairy Farmer	Green's American Fruit Grower	Pacific Rural Press	California Cultivator	Orchard and Farm	Washington Farmer	Western Farmer	Oregon Farmer	Western Farm Life	Idaho Farmer
8,295	5,423	5,986	27,527	4,704	29,372	3,987	45,534	38,410	23,015	13,859	17,690	31,184	3,508	3,798	5,668	37,997	11,414	37,355
10,752	8,715	1,537	22,062	5,227	13,105	5,897	38,187	34,420	21,558	14,175	41,762	39,554	5,855	30,578	17,582	29,833	7,708	29,518
2,992	2,112	.....	7,072	2,268	5,676	.....	17,340	15,106	8,437	16,567	10,864	9,161	5,564	19,351	5,625	8,336	6,846	9,160
7,711	3,757	4,065	10,840	3,788	6,125	4,187	27,570	28,385	8,761	7,251	18,604	15,381	9,955	17,358	4,704	17,136	140	17,078
210	838	21	1,751	319	1,106	2,030	1,644	1,184	1,614	3,005	5,359	2,318	238	2,134	718	1,378	126	1,457
754	279	578	888	459	379	646	196	442	220	159	200	216	.....	.....	.....	.....	220	.....
.....	.....	.....	7	.....	.....	.....	.....	.....	500	.....	.....	.....	.....	.....	.....	.....	.....	.....
1,734	4,409	825	15,339	2,965	9,037	8,341	28,201	43,390	17,634	9,858	11,336	9,708	2,378	12,976	6,004	7,236	2,268	10,360
185	2,311	84	810	668	946	1,352	3,591	2,409	790	334	27,006	19,297	2,954	3,140	2,922	1,608	370	2,440
189	348	.....	.....	35	35	.....	763	1,460	1,399	14	210	.....	84	928	567	844	224	928
6,280	6,445	5,094	13,265	8,039	7,618	2,434	5,262	4,828	2,938	3,758	934	1,202	2,500	7,791	2,023	7,791	3,670	7,791
4,084	8,833	11,912	12,241	10,124	11,880	4,297	9,186	13,344	4,456	1,366	7,140	8,838	3,058	15,114	3,100	14,980	1,134	15,267
65	1,327	3,840	6,850	4,558	5,839	440	.....	.....	.....	108	.....	.....	217	.....	428	749	126	560
.....	.....	182	182	182	182	.....	.....	.....	.....	.....	.....	.....	.....	518	.....	518	180	518
8,436	4,992	489	2,418	702	6,162	168	6,812	36,638	23,016	1,556	10,220	5,530	1,748	9,421	13,862	10,248	12,695	11,313
.....	.....	.....	.....	.....	.....	.....	18	28	49	.....	.....	.....	.....	.....	.....	.....	.....	.....
118	398	110	1,496	204	1,580	691	11,514	86,479	2,814	.....	10,957	2,472	1,120	6,334	7,093	6,002	4,523	6,334
2,812	780	3,739	5,042	3,089	1,983	969	3,803	2,293	1,682	753	842	112	142	19,139	7,252	18,434	3,041	18,546
3,522	2,918	2,658	9,159	3,711	7,644	3,817	11,611	13,800	5,335	4,071	14,525	14,638	2,679	9,013	4,879	8,565	2,113	8,413
28	56	28	.....	.....	1,063	266	.....	4,239	196	5,247	19,300	8,725	3,270	10,316	180	10,316	2,314	10,316
16,640	10,137	19,198	16,707	12,906	25,569	6,565	34,703	35,558	11,857	18,096	70,526	70,296	22,078	54,240	38,787	45,455	38,060	50,323
18,195	28,386	29,505	44,386	29,436	36,203	35,610	46,808	42,918	16,873	9,418	56,262	52,057	16,841	57,945	56,154	48,033	19,790	53,300
.....	167	.....	.....	175	.....	140	679	1,456	105	175	15,756	15,844	2,364	1,610	862	1,037	476	994
3,670	3,205	2,428	4,561	603	2,370	3,450	11,999	11,758	2,344	3,972	18,290	7,616	4,223	3,759	2,366	3,493	374	3,535
3,729	1,667	1,226	3,343	2,658	2,738	3,687	7,873	5,545	1,624	1,347	.....	.....	.....	28	.....	28	1,566	140
764	18,068	2,977	8,645	4,385	7,100	8,443	4,669	3,975	1,061	4,036	18,516	18,307	1,753	2,948	1,618	1,314	.....	1,370
29	2,504	326	254	644	326	74	1,715	437	670	.....	2,636	2,536	1,742	8,063	2,688	725	560	7,101
3,268	2,525	3,940	5,262	4,824	6,365	4,904	30	3,842	2,774	16	10,149	10,295	6,853	31,771	20,074	25,495	3,384	24,294
3,317	7,547	358	4,874	3,674	4,048	3,713	2,433	2,607	2,197	1,463	2,794	2,302	1,156	1,486	112	280	3,130	1,024
2,222	143	564	2,568	1,548	1,680	758	1,645	2,781	283	1,464	2,014	732	1,358	3,560	2,874	3,560	185	3,836
1,549	7,094	6,415	10,311	10,598	9,677	3,869	4,710	2,736	2,223	2,694	5,572	1,768	753	6,293	2,307	6,076	3,395	6,569
10,302	5,477	2,656	11,033	8,027	4,799	2,835	2,245	1,132	1,658	4,396	15,151	12,783	6,606	5,543	6,715	3,755	2,222	5,487
.....	397	3,428	916	4,260	1,946	84	4,392	4,392	1,848	10	.....	3,332	.....	1,344	.....	1,344	272	1,344
3,762	3,414	2,808	2,980	2,002	3,178	56	3,258	3,881	3,366	1,448	1,830	868	28	612	1,260	368	408	372
8,413	2,632	.....	720	3,026	8,266	.....	7,438	11,910	1,388	928	11,535	1,460	1,204	7,424	5,836	8,729	6,928	8,758
1,598	4,504	2,912	10,331	4,071	2,929	3,482	5,733	7,554	4,286	4,536	8,574	9,218	2,920	23,858	6,100	22,782	5,502	22,782
1,972	8,512	776	9,078	3,749	4,040	2,788	600	1,566	2,453	776	432	1,288	1,358	2,728	3,354	2,728	728	2,728
2,740	2,876	575	5,220	2,885	5,115	270	11,466	10,856	6,090	5,386	3,928	2,770	1,766	11,702	4,932	4,670	3,059	8,530
28	2,232	1,206	1,228	2,198	2,764	2,726	10,698	13,898	322	268	793	.....	.....	973	5,619	999	1,782	973
2,012	943	3,222	2,007	4,629	2,635	112	3,480	5,332	4,798	150	238	265	764	431	3,570	75	139	263
12,959	2,272	4,191	9,749	9,583	5,077	2,282	1,500	1,279	1,167	358	2,658	2,646	887	22,715	10,180	18,629	8,074	21,389
4,173	5,738	10,133	22,674	3,372	6,022	34,126	7,788	5,376	2,284	12,143	35,595	36,951	9,825	14,908	11,791	9,966	3,135	14,529
1,510	1,579	216	802	3,055	3,953	224	15,421	23,098	5,531	.....	21,417	16,471	1,754	12,583	11,567	7,805	926	10,876
.....	2,468	.....	2,170	455	30	70	.....	.....	35	25,300	12,411	11,738	1,714	1,408	230	1,044	760	1,408
10,890	18,281	9,103	17,763	14,199	19,025	7,266	40,725	77,325	33,572	.....	24,083	25,785	3,332	22,846	17,512	20,763	6,019	16,012
1,792	9,594	1,862	9,344	6,720	5,152	3,370	1,820	7,616	1,792	5,040	1,792	1,792	3,360	10,120	6,048	10,120	3,360	10,120
.....	.....	104	286	126	84	287	2,496	726	526	56	.....	2,848	1,200	3,880	3,024	3,880	.....	4,804
1,272	5,426	4,844	10,940	8,234	11,157	9,410	1,408	1,579	60	110	1,288	1,058	424	994	698	580	1,156	580
126	1,434	.....	556	300	3,074	1,928	2,326	1,680	860	.....	2,028	936	.....	628	654	600	500	1,076
9,789	12,431	8,801	13,091	5,936	13,106	6,158	69,889	27,354	9,183	6,061	23,496	21,910	8,710	35,512	28,061	26,525	10,906	33,225
.....	420	592	1,214	915	721	736	.....	.....	.....	576	1,894	2,764	470	386	8,226	526	.....	386
.....	1,050	3,307	1,143	226	3,618	1,428	1,214	3,384	2,198	2,123	5,544	2,748	1,008	3,948	.....	3,948	2,880	3,948
.....	.....	.....	94	50	94	.....	.....	.....	.....	159	.....	14	28	28	.....	.....	.....	.....
14,212	1,456	5,236	4,420	7,924	6,748	4,028	20,556	11,536	4,984	.....	9,800	8,568	3,888	10,254	7,644	10,170	3,764	2,694
212	274	168	340	252	288	.....	560	560	406	112	112	252	.....	294	104	154	272	266
.....	23	11	12	32	.....	410	4,233	1,040	308	56	140	.....	.....	.....	.....	.....	.....	.....
2,175	2,489	367	284	1,987	252	1,461	22,759	5,711	2,424	2,284	3,436	4,350	3,062	9,551	3,550	8,675	6,134	8,992
201,487	231,304	172,287	378,767	221,463	319,762	196,272	572,083	669,261	282,091	197,038	587,639	522,661	158,719	579,025	357,249	486,322	199,058	520,482
2,356	20	70	.....	.....	.....	42	7,042	684	1,072	.....	1,226	1,832	.....	119	186	197	427	119
19,404	25,206	9,482	24,719	4,892	13,471	44,119	747,575	358,572	171,728	88	148,711	122,988	703	71,145	10,671	71,252	26,028	70,46
962	539	671	2,462	1,300	1,993	3,581	8,420	35	24	104	11,177	133	.....	2,567	77	2,546	495	2,533
3,930	30,170	.....	15,225	6,881	7,730	.....	.....	57,616	14,297	1,988	9,074	51,368	11,177	30,112	14,284	30,112	12,074	30,119
328,139	287,239	182,510	421,169	235,299	342,263	244,014	1,335,120	1,086,168	469,206	199,218	757,827	698,982	170,599	682,968	382,467	590,429	238,082	623,70-

Goodyear Advertising Man Marries

A. Ewald Boedeker, who is in charge of the art work of the advertising department of the Goodyear Tire & Rubber Company, Akron, O., entered the ranks of the benedicts recently, marrying Miss Madeline McClure of Akron. Mr. Boedeker has been with the Goodyear Company for the last five years except for about a year of war service.

Pate, Managing Editor, "Progressive Farmer"

H. O. Pate, of Memphis, Tenn., formerly secretary of the Dixie National Stock Yards, has been elected managing editor of the *Progressive Farmer*, of Birmingham, Ala., largest agricultural publication in the Southern field. Mr. Pate has already taken over his new work.

Advertising Helps Stationer

"Just what advertising means to the stationery trade was well emphasized by Ross P. Andrews in his speech before the St. Louis Convention of the Wholesale Stationers," says a recent issue of the *Bookseller*.

"We all know," Mr. Andrews told the convention, "that for every line of advertising, there must be a certain amount of follow-up, which means the use of writing paper and envelopes. I have heard the statement made that for every display line in such publications as the *Saturday Evening Post*, there are 500 pounds of writing paper used for the follow-up. The production of writing paper has not been up to the capacity of the mills since late in 1919. This has been due to several causes, principally to the severity of the winter in the North and West which delayed the delivery of coal and raw materials, causing shutdown after shutdown, and there was no way of making up the one, two or more days lost by these causes."

Monotype's New Typographic Manager

William C. Magee, formerly assistant typographic manager of the Lanston Monotype Company, has been advanced to fill the vacancy left by the recent death of Joseph Hays, Monotype's typographic manager. Mr. Magee entered the printing business as a boy, went through the regular apprenticeship, was graduated as a first-class compositor, took up the Monotype and became foreman. He entered the service of the Lanston Company as an instructor in the Philadelphia school.

Foreign Fields Call American Farm Papers

Our Agricultural Journals, Venturing Over National Boundary Lines, Should Carry Their Message of Progress to the Food Producers of all Lands

By G. HOWARD DAVISON
President, American International Publishers, Inc.

IT IS no exaggeration to state that the agricultural papers of the United States are responsible for the agricultural methods we are following to-day.

These weeklies and monthlies from their very beginning have preached the gospel of better live-stock and better methods for tilling the soil. Every improvement in method and every improvement in machinery has been carried to the farmers of the land through the agricultural papers. No factor in this country has been so important in developing the sale of our multitude of constantly increasing improved machinery for saving manual labor and for efficiency and economy of production.

TURNING TO FOREIGN SERVICE

The farmer owes a debt of gratitude for the information that his publications have brought to him and the manufacturer owes a debt of gratitude to the publishers far beyond what he pays for in advertising.

What the agricultural press in general has done for the manufacturers of machinery at home, it can do also for them abroad and this brings me to my subject—foreign trade promotion through the agricultural press.

There are two points of view from which the importance of the agricultural journal in international economics may be considered—the point of view of political relations between different countries, and the point of view of their effect on trade relations. The subject is made easier to handle because there is no essential difference between those two phases of our problem. The political result follows the economic as surely as iron filings follow the magnet. The essence of international friendship has been the balance of power: statesmen have attempted to bind it into permanence by treaties; but the war has taught us that national friendship resides in trade, and nothing else. In individual human life, business relations are the best foundation for social intercourse and friendship. That is equally true of nations. The difference is purely one of method; in the case of individuals, the result follows naturally, without conscious effort, whereas in the case of nations it is the reward of painstaking effort. What place can the agricultural journals play in this work?

THE FARM PAPER'S ROLE

My answer is, that they take a leading role, for the simple reason that agriculture itself is the foundation of human well-being the world over. Nothing goes deeper than the food problem. We are living in an age of stress and strain, a period of difficult readjustment that has always followed great wars. The

The Nebraska Farmer
is now a member of the
Standard Farm Paper Association
and is represented
in Chicago by the
Standard Farm Papers, Inc.,
and in New York by
Wallace C. Richardson, Inc.

reason is not hard to find. When for five years the world has been intensively wasting raw materials, the finished product, the means of production and the sources of supply, it must find itself at the end of that time in a condition of world wide poverty which breeds discontent and unrest. Bolshevism and revolution are not to be fought with the sword nor with the pen of the legislator; they can be met successfully only by restoring to the world the prosperity and plenty it has wasted. Good food at reasonable prices will stifle agitators more quickly than the hangman's noose; the cornucopia of plentifulness will disarm the revolutionist more effectively than the policeman's club or the soldier's rifle. And to all this, food is fundamental and food means agriculture, neither more nor less.

We should be making a most serious mistake to think that the food problem is only national. It is an international issue of the most urgent character. Solving the problem in the United States without solving it in Central Europe, Russia, France, and England will not safeguard our own country. The virus of unrest is potent and infectious. No degree of care at the ports of immigration will keep it out of the United States so long as it flourishes anywhere else on the face of the earth. And no degree of local effort will solve it anywhere. The only solution is co-operation. It is one in which America—no, the Americans—must lead, because the Americans are to-day the most prosperous, the wealthiest. Out of our plentitude we must assist the world to its feet. The path is one of of economic reconstruction.

When we increase the prosperity of any nation, we increase its purchasing power and, therefore, increase our own prosperity. A chain is only as strong as its weakest link and the countries of the world to-day are so interdependent that unrest and lack of prosperity in any one effects all others.

SHOULD UNITE FOOD PRODUCERS

The place of the agricultural press in this work is clear. It must act as a clearing house of information, a universal point of contact, a stimulus to production in old fields and to effort in new ones. The agricultural press must be a good trade press, a combination of consular reports, international bulletins, technically sound and economically progressive. It should bind the food producers of all nations to close cooperation by the ties of com-

Play Fair With Farm Women

Shorten Their Hours of Work and Make Farm Life More Attractive

In a recent survey, by the U. S. Department of Agriculture, 10,015 typical farm homes, in the 33 Northern and Western States, were visited. Among other things these facts were disclosed:

Forty-eight per cent of the farms were equipped with power for operating farm machinery, but only 22 per cent had any sort of mechanical power in the home.

Forty per cent of the women had running water in their kitchens. The other 60 per cent had to go to the spring or pump.

Ninety-two per cent of the women do some of or all the family sewing; 94 per cent make part of or all the family bread; 60 per cent have churning to do.

These duties of farm women are in addition to cooking meals, doing washing, caring for the children and countless other tasks.

The average farm woman works 13 hours a day in Summer and 10½ hours a day in Winter.

The farm woman is eager for and should have more leisure. Farmers know the value of labor-saving machinery in field and barn. Point out to them the worth of similar equipment in the home.

A Big and Profitable Market

Agricultural advertising in all its branches, as conducted by The Charles Advertising Service, carries its convincing message to the farmer and his family. In this potential market there is an almost virgin field for the manufacturer of labor-saving devices in the rural home.

If your product will lighten the burden or shorten the hours of work of the farm women, or add to the comfort and pleasure of the farm home, a big and profitable market awaits your properly planned advertising message.

We shall be pleased to consult with you and give you the benefit of our advice, based on twelve years experience in the agricultural advertising field, talking business to business farmers and their families.

The CHARLES ADVERTISING SERVICE

H. H. Charles, President

23 East 26th St. New York City

mon humanity, opportunity and duty. It should blaze the path for new departures which will increase the productivity of well-established fields. It should, by developing old markets and opening new ones, create the opportunity for legitimate profit which is the fundamental stimulus to economic effort. By doing these things, it will not only help to solve the food problem through the medium of international co-operation and improved technique of production, but will also help the food producer of each nation to find outlets to new markets abroad and to create in his own territory an absorbing market for foreign products. In doing this, the agricultural press works effectively towards the establishment and maintenance of sound international trade balances.

Of all possible fields of development, it is easily an ultra-conservative statement that the greatest is South America. South America is to-day agriculturally the heir of the centuries. Its resources still overbalance its population by a tremendous disproportion.

Rich in all natural food sources, it enjoys this natural wealth at a time when mechanical efficiency has reached an unprecedented height of development. In the days of our forefathers, when the North American continent was being opened, the world's industrial development was rudimentary. Travel was by foot, horseback or wagon train. Cultivation was possible only by man and horsepower. The ground that could be covered was limited by the fighting strength of the bands of pioneers who reached ever outward from the more civilized centers; it was limited by their marching ability, by the carrying capacity of their pack animals, by their muscular ability in ploughing and planting. To-day, the only limit to agricultural production is the constructive imagination and intellectual energy of the producing nation. Machinery, to use the colloquial figure, has made "the sky the limit."

The United States can play a great role in this development. It is no exaggeration, in fact, to say that the United States can play the leading role. The agricultural press, journals of standing and importance, should carry the message of the progressive North American farmer to our neighbors in South America. The world is the pulpit of the agricultural press. It should carry the message of improved machinery and of a better type of breeding stock. It should tell the story of more successful planting and harvesting methods. It should publish the romance of new lines of departure—new crops in old places, and staple crops where hitherto there has been thought to be a desert. The real source and motive power of human education is the interchange of experience between man and man; this is the function which the agricultural press of the world should perform for the most important world citizen of to-day, the farmer and food producer.

Display Men Hold Convention

Two thousand delegates and visitors attended the twenty-third annual convention of the International Association of Display Men held in Detroit last week. Charles F. Wendel, display manager of the J. L. Hudson Company, Detroit, was elected president, and L. A. Rogers, advertising manager of the John D. Mabley Company, treasurer. St. Paul was chosen for the 1921 convention.

French Magazine With Nast

Conde Nast, head of the Nast Publications has recently taken over the exclusive rights for the circulation in America of the *Gazette du Bon Genre*, published in Paris by Lucien Vogel.



The BLACK SHEEP

THE JULY issue comes bleating from the press, and if you have not seen this little publication, you must surely write in for it. Readers of past issues tell us that it brims over with joyous burlesques of all the problems of Advertising. It has been a success from the very first number.

The ETHRIDGE
New York Studios
25 East 26th Street

A. A. C. of W. Committee Meets

Important business taken up at a special meeting of the Executive Committee of the Associated Advertising Clubs of the World held at the New York headquarters on Monday included the election of Frank E. Lowenstein, Advertising Manager of Norris, Inc., Atlanta, Ga., to succeed Edgar M. Foster of Nashville, who had resigned the vice presidency of District No. 4, and the appointment of subcommittees to assume supervision of the work of several branches of organization activity. Six sub-committees of three members of the executive committee each, to be appointed by the president, will have charge of associated advertising, vigilance work, education and club contact work, finance, the annual convention, and headquarters management.

The budget presented by Secretary Florea was approved with the understanding that the appropriations for club contact and vigilance work are to be increased during the year as increased revenue permits.

The resignation of President Otis will not be acted upon until the meeting of the Executive Committee to be held at Cleveland, August, 12, at which Mr. Otis will be present.

Frank A. Black of Boston, vice-president of the first district presided over Monday's meeting. Others present included Miss Jane J. Martin, representing women's clubs, John E. Raine, Baltimore, vice president for the third district; Rowe Stewart, Philadelphia, vice president for the second district; Bert N. Garstein, Louisville, vice president for the fifth district; William J. Betting, St. Paul, vice president for the eighth district, and P. S. Florea, secretary-treasurer of the A. A. C. of W.


To the Advertising Agency

Published by the Ethridge Company in behalf of Advertising Men Generally, and to stimulate Constructive Interest in Commercial Art

"Anybody can Land an Account—It's Keeping them that Requires Genius"

New York Studios—33 East 26 St. Number 2 Chicago Studios—140 N. Dearborn St.

"KIDS"

Hot Competition

Pictures of Real Men

Divorcing the Artist from the copy-writer ends many a happy marriage

TO THE ADVERTISING AGENCY

ANOTHER of our publications, this one issued every other week. It treats of various phases of Advertising in what we feel to be an entirely new vein. But it is a message to Agencies only. We believe in Advertising and practice a great many of the things we preach.

ASS'N *of* ARTISTS
Chicago Studios
140 N. Dearborn St.

Newsprint Production Increases

Total newsprint production of ninety leading mills of the country for the first six months of 1920 was 759,624 tons, according to a report of the Federal Trade Commission, just made public. During a similar period last year seventy four mills produced 671,141 tons. The report says that of this year's production 679,290 was standard newsprint.

Stocks of standard print on hand at the mills June 30 amounted to 20,976 tons, as compared with 20,023 tons last year. Mill stocks of standard newsprint increased during June, although eleven machines in eight mills were idle a total of over 1,400 hours during the month, due to lack of labor, breakdowns, lack of coal and pulp shortage.

The average price of contract deliveries from domestic mills to publishers in carload lots for standard newsprint during June was $4.752 per 100 pounds, based on deliveries of approximately 51,000 tons on contracts involving a total of about 500,000 tons of undelivered domestic production.

The average market price for June in carload lots was approximately $10.072 per 100 pounds, the report said. The contract price of Canadian standard newsprint was placed at $4.55 per 100 pounds.

Kansas City "Journal" Head Dies

Charles S. Gleed, one of the owners of the Kansas City *Journal* and a director of the Atchison, Topeka and Santa Fe Railroad died at his home in Topeka last Sunday. Mr. Gleed was born in Morrisville, Vt. in 1856. He was graduated from the University of Kansas in 1880 and admitted to the bar in 1884. In the same year, turning to journalism, he became editor of the Denver *Daily Tribune*, and later president of the Kansas City *Journal*. He was the author of many legal, political and descriptive articles and participated, as director, in several important Kansas financial enterprises.

New Rankin Accounts

Among several new accounts recently placed with the William H. Rankin Company, of Chicago, are those of the Montana Flour Mills, of Lewiston, Mont., newspaper campaign for flour and cereals; Southern Spring Bed Company, Atlanta, newspaper campaign for "Land o' Cotton" mattresses; Thompson Phosphat Company, Mid-City Trust and Savings Bank, Chicago, Collins Canning Company, Lakeland, Fla., bottlers of "Southland" Grape Juice; and Dwinnell-Wright Company, Boston, western account for "White City" coffee, advertising now being placed in Indiana newspapers.

Ward, "Farm Journal" Circulation Head

P. E. Ward, on August 1, will become circulation manager of the *Farm Journal*, Philadelphia. Mr. Ward had previous circulation experience with the Orange Judd Company, and recently has been with the *People's Home Journal*, New York.

Scranton Club Announces Speakers

The Scranton Advertising Club, in announcing its fall and winter program, gives out the names of eight big business men who will speak on subjects germane to advertising and selling at club dinner meetings to be held on the first Tuesday of each month from September to April. The first of these speakers will be Frank E. Fehlman, president of Churchill-Hall, Inc., of New York who will speak on retail sales problems. Others on the list are George W. Hopkins, sales manager of the Columbia Phonograph Company; E. B. Moon of the Merchants Service Bureau, Chicago; Tom Beck, vice president of the Crowell Publishing Company; Douglas Malloch, Mrs. Christine Frederick, Dr. Frank Alvah Parsons, and Bruce Barton.

In order to cover the expense of the fall and winter program the club has decided to issue sustaining memberships at ten dollars each, giving the holder all the privileges of the club for a year.

Ready for Direct Mail Convention

Officials of the Direct Mail Advertising Association will meet with members of the Detroit Adcraft Club in Detroit on September 3, to draw up preliminary plans for the association convention, which is to be held in Detroit October 27-29. The association's convention committee will include William Feather, of William Feather & Co., Cleveland; Robert E. Ramsey, of the American Writing Paper Company, Holyoke, Mass.; and Homer J. Buckley, of the Buckley-Dement Company, Chicago. More than 1,500 delegates are expected at the convention.

Liberty Motor Has House Organ

Employes in the factories and offices of the Liberty Motor Company, headquarters at Detroit, Mich., have started their own house magazine and will write, edit, make up and distribute each issue co-operatively. The first issue appearing this month bore the title, "The Liberty'?'" This is to be replaced by a permanent title to be chosen as the result of a title contest now in progress.

Joins King-Lee-Redmond

Arthur Lee, formerly with the Los Angeles Grocery Co., has become a member of the King-Lee-Redmond Co., advertising agency specializing in food products advertising.

UNKNOWN IN 1916
FOREMOST IN 1920

That is the brief history of the

STANDARD ADVERTISING REGISTER

The most complete service of its kind in the advertising field.

Used daily by hundreds of publishers, agencies, special representatives, lithographers, sign and novelty manufacturers, commercial art studios, printers and engravers, advertising solicitors.

Over 50 FARM PAPERS use it, some in five or six offices. Names on request.
Let us show how we can be helpful to you.

Our First Subscribers are still with us

NATIONAL REGISTER PUBLISHING CO., Inc.
1901 TIMES BLDG NEW YORK CITY

Southern Farmers Summer Readers

THE southern farmer rises to deny that he allows his reading habits to hibernate during the summer, if it can be put in that way. More specifically, it's the *Southern Agriculturalist* that makes the denial.

After reading the article on the *Farm Journal's* analysis of how and why the northern farmer reads advertisements in summer, written by J. H. Lewis, in the May 29 issue of Advertising & Selling, B. Kirk Rankin, publisher of the *Southern Agriculturalist,* sent off post-haste to this magazine a copy of the little pamphlet called "Farmers Read in Busy Times" published by his paper last spring in anticipation of the periodical dog-day timidity of farm paper advertisers.

Summer Reading Gets Reaction

Probably what readers will find the most impressive conclusion of the investigation which the *Southern Agriculturist* carried through its territory to obtain a definite answer to the old question of whether the farmer reads in his busy season is this: "Winter reading helps formulate plans—summer reading draws immediate reaction."

That is how one of the farmers "investigated" expressed it. Others, replying to the *Southern Agriculturalist* questionnaire, made the point similarly when they said that, while they read more closely during the winter in planning operations for the coming season, they benefitted most during the spring and summer because they were "most likely then to try out things that were fresh on their minds."

Another farmer said that he benefitted most from his reading "at the time when I can put it into practice. I always like to study my lessons just before I go to recite. When I

have a piece of work to do, I like to know as much about how to do it as I can, then go do it."

This throws an interesting light not only on the true value of summer advertising to the farmer but on the distinctive function of busy season advertising and the peculiar qualities demanded of the copy used at that period. It suggests that while winter advertising can work for good will and place leisurely, measured emphasis upon the service value of the advertised product, busy season advertising should be written with the aim of getting an immediate reaction, should call attention to the possibilities of application of that product to the solution of the problem actually in hand and pressing; moreover, that it should be short, definite and to the point—"brass tacks."

The percentages arrived at in the investigation which covered farmers in all parts of the *Southern Agriculturalist* territory, "some in the bluegrass country, some in the mountains, some in the plateau country, some in the levee country; general farming sections, live stock sections, poultry sections, and fruit sections," are these:

HOW PERCENTAGES RUN

Fifty-one per cent read more closely in winter. Nine per cent read more closely in summer. Forty per cent read consistently all the year through.

"The same old story," the careless commentator will say—"the obvious fact. The farmer does the bulk of his reading in the winter."

Now neither southern nor northern farmer has risen to deny that. It *is* an obvious fact, but it is just as obvious that one cannot give a complete interpretation to the statistics quoted here unless one supplements them with two comments brought forth by the questionnaire which developed them:

One farmer replied: "Farmers read less extensively in summer, but read with greater interest what they do read."

Another said that it was his experience that farmers read less in summer than in winter, but added as to the summer issues, "I really believe the farm paper is of more value then, because we read only articles that suit our special needs and put them into immediate practice."

And as it is with the articles, thinks the convinced farm paper publisher, so it is with the advertisements.

Before drawing final conclusions on the investiation of the old question in the south there is one more comment, coming in response to the *Southern Agriculturalist's* invitation to its farmer to express general views on the subject, that the advertiser cannot afford to overlook. It's just this:

"The man that needs the papers the most, I find, reads them in winter, but the fellow that's got the 'fire' started in him reads them all the time.

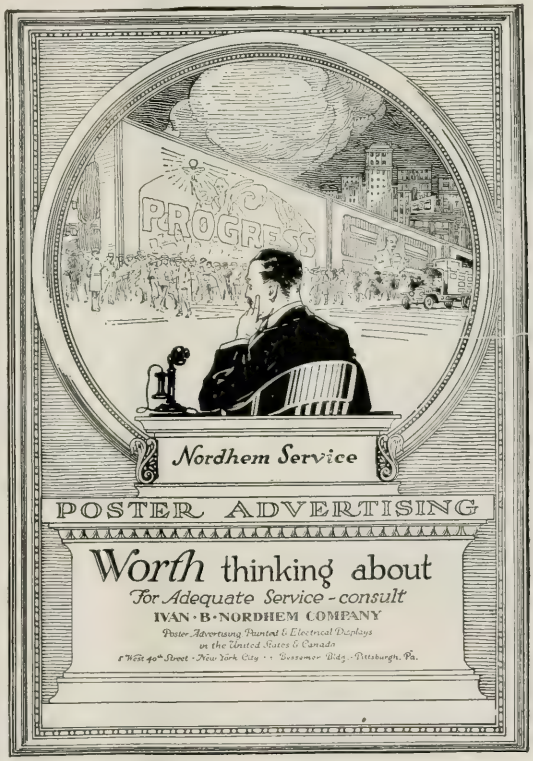
And the live advertiser is "all the time" after "the fellow that's got the 'fire' started in him."

Kansas Publishers Unite

A publishers' buying corporation which ultimately will act for about 400 newspapers in the buying of newsprint paper has been authorized by twenty-eight members of the Midwest Newspaper League, in conference recently. The league includes publishers in Kansas, Missouri, Arkansas, Colorado and Nebraska. Newspapers which, according to plans, will be served by the buying corporation require from 75,000 to 100,000 tons of newsprint a year.

Sunnycorn Account with Utica Agency

Moser & Cotins, advertising agents of Utica, N. Y., have obtained the advertising account of the Patent Cereals Company, Geneva, N. Y., manufacturers of "Sunnycorn."



Johnson Joins "Nebraska Farmer"

Marshall Johnson, Western representative of *System-on-the-Farm* for the past three years, has joined the advertising staff of the *Nebraska Farmer*, Lincoln, Neb. Previous to his connection with *System-on-the-Farm*, Mr. Johnson was manager of Moosehart Farm, a 1,052-acre stock and grain farm at Mooshart, Ill.

We represent all Student Publications

OUR intimate knowledge of the vast student buying power is expressed in various copyrighted publications. Entitled "The Collegiate Salesman," these booklets are designed to attract merchandise interest in student towns and to acquaint advertisers with our unique merchandising service.

Copies will be sent on application.

CSAA

Collegiate Special Advertising Agency, Inc.

503 Fifth Avenue, New York *Established 1913*

Chicago office: 110 S. Wabash Ave.

We specialize in house to house distributing of

Advertising Literature and Advertising Samples

We solicit your account.

JAMES T. CASSIDY

206 No. Front St., PHILADELPHIA, PA.

Write for our paper "FACTS."

POSTAGE

The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting. Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.

POSTAGE · 18 East 18th St., New York City

Paper for Letterheads

LETTERS MAY BE BETTER but they can never be *best* unless they are written on the right kind of paper.

BERKSHIRE TYPEWRITER PAPERS

A Business Paper For Every Business Use

EATON, CRANE & PIKE COMPANY

New York Pittsfield Boston

San Francisco Chicago

Blotters

"To make Better Letters Use Our Better Blotters"

Famous *World* and *Reliance* Brands

THE ALBEMARLE PAPER MFG. CO.

Richmond, Va.

Mailing Lists

Mailing Lists

Commercial, Automobile, Investors or any classification wanted

TRADE CIRCULAR ADDRESSING CO.

166 W. Adams St., Chicago

References: Agency Books or any bank or business house in Chicago.

A House Organ that Links Far-Flung Workers

"Our News and Views" of the Central Leather Company Accomplishes a Unifying Influence

By THOMAS R. ELCOCK, JR.

A DESIRE to get out a company publication came, not from the officials of the company, but more particularly from the men in the ranks. It was felt that our particular industry contained many stories well worth telling. There is a romantic background to the making of leather; it takes us back to the pampas and the plains, to the Western ranges and to the far-off lands from which we secure our raw material. The making of leather also includes affiliated industries which must originate interesting stories, as the gathering of bark and the marketing of lumber; the vast tracts of virgin forests in which the woodsman works, the making of glue and all the interesting sidelights that come from the marketing of these by-products. Joined with these activities also are the rather unusual modes of transportation, such as tramways from mountain tops, tractors that hauled sleds on frozen railless railways, the logging in water courses and other pictures of life in the great out-doors.

Our proposition is slightly different, perhaps, from most corporations, in that our 10,000 or more employees are scattered throughout this country and abroad, mostly in small units. There are few places where we can assemble 100 of them and only several where approximately 1,000 are engaged. Our activities are also of a diverse nature. We are collectors of hides, tanners of leather, gatherers of bark, lumbermen, glue manufacturers and operators of railways.

GETTING ACQUAINTED ALL AROUND

Our corporate family presumably was one in name only. It was the desire of the men at the tanneries or at the factories or in the woods or on the railroads to know more than the men directly around them and to have a more general knowledge of the activities of the company. It can be seen that the men who bought and collected hides from the farms or elsewhere wished to visualize what became of this hide which they bought and which they passed on to the tannery. It would be interesting for them to know the course that this hide took after it left their hands, how it was made into leather that came from a certain hide, the process of selling this leather and how, in its finished state, it reached the shoe factory or the maker of leather belting and finally came into the hands of the ultimate consumer.

Similarly the man on the railroad knew that he hauled bark and logs and knew for what purpose he did it, but could not picture in his mind the various processes that his commodity went through before it became a piece of merchandise.

It would be interesting for the tanner to know that the fleshings and skivings from the hide that he handled would be turned into glue and how this glue would be marketed and used. It was the thought of the men in the ranks that if a worker knew, when he was finishing a fine piece of sole leather, that the result of his work would add to the value of the company's product, he would take more pride and interest in what he was doing. He would like to be shown that this piece of leather would ultimately become a finely finished sole of a high-class shoe turned out from the Brooklyn or Massachusetts factories or would go into a piece of belting that would become an integral part of some complicated machinery.

The magazine, therefore, was designed to be educational and instructive as well as interesting and to be effective in bringing the men together and make them understand each other's problems and the problems of the management and to induce a co-operative feeling among all.

WHAT THE PRESIDENT THINKS

I quote from the letter of Walter S. Hoyt, President, as shown in the first issue of "Our Views and

"GIBBONS KNOWS CANADA"

MONTREAL TORONTO WINNIPEG

News," where he says, after reviewing the progress made by the company and its success in the past, which has been due to a constant endeavor to improve products, honest workmanship on the part of the employees, fair dealings with the customers and an aggressive policy in obtaining new business:

"The men and the management have worked out these policies together. The loyalty of our employes has been a matter of pride. If any criticism can be recognized, it is, perhaps, that all of us have remained too much within our work. The activities of our co-workers have interested us only to the extent of how much their work came in contact with ours. This is not as it should be. The main purpose of this little house organ, therefore, will be to bring us all closer together, so that the man in New York or Philadelphia, or Boston, or Chicago, or St. Louis; at the tanneries, warehouses, mills, woods, or in fact, located at any of our works or offices in this country or abroad, will have a general knowledge of what the company is doing, and know of the work, the problems and the successes of his coworkers."

And I again quote from the letter from a vice-president of the company, William McAdoo, Jr., in the second issue, where he says: "It will be by bringing us all closer in touch; in making us see the scope of our company's business; by understanding each other and taking pride in our work; by co-operating and helping to give us imagination and initiative; that "Our Views and News will prove its value."

HOW THE MAGAZINE GREW

Our first number was sixteen pages with self cover, printed in one color but it was quickly seen that this size would be insufficient and all subsequent numbers have been thirty-two pages with self cover. We have endeavored to maintain a high class in illustrations, typography and paper stock. We do not consider our magazine extravagantly gotten up but we have not attempted to save where we could accomplish some certain result.

The matter of handling the publication was thought out and it was decided that its policies should be governed entirely by the employes. The assembling of the news and the views of the men, the editing of contributions and the arranging for art work and negotiations with the printer are carried on by the Advertising Department of the company. There is no specially appointed editor, but there is a board of editors which controls and guides the publication. The officials of the company enter into its preparation only in so far as reviewing matter submitted which may contain some question of company policy.

When the publication was decided upon it was necessary to introduce it to all of the employees and have it looked for and an interest taken in seeing the first number. A competition was therefore arranged and a twenty-dollar gold piece given to the employe submitting the best name for the house organ. Out of the 10,000 employes we received over 1,400 suggestions and a committee of employes decided that "Our Views and News" was the best name submitted. The winner was the superintendent at one of our smaller tanneries in Pensylvania. This contest created a great deal of interest throughout the entire organization and was a good way of introducing the house organ.

We are now printing our eighth number and have enough material at hand for several additional numbers, all of it contributed by employes of the company. We have received complimentary letters from many of



the employes telling us of their interest in the publication and the aid it has given them in knowing more of the company's activities and the enjoyment they have gotten out of becoming acquainted with their coworkers. The men feel that the publication is theirs and they are anxious to contribute to its pages. It is looked for each month and asked for and demanded should it be a day or so late in delivery.

A case in point occurred recently at one of our tanneries, where one employe said to another: "You can't read. What do you want with it?" to which the other man replied in a very emphatic manner: "I know I can't read, but my kids can and I want the book."

We have endeavored to keep the publication popular, we have tried to avoid having it on too high a scale for the average workman and we believe in not making it too dry. We inject humor in the way we tell the news of our friends and we illustrate articles by cartoons which appear to us to contain humor. As reflecting the opinions of our employes I would like to quote again, this time from the manager of one of our hide stations in Pennsylvania:

"I read 'Our Views and News' from cover to cover and enjoy every bit of it, and am sure that all our employes here look forward to its arrival every month with the same appreciation. I am of the opinion that one of the principal functions of 'Our Views and News' should be to awaken keener interest among those employes who are far removed from the executive forces. Our organ should point out the wisdom of whole-hearted cooperation all along the line—from the officials who manage the finances, direct the manufacture and sale of leather and by-products, down to the men in the forests who fell the trees for bark. Every man must be made to see that his work — every operation — should be done faithfully, efficiently and economically. That it is his duty to see that the operations he does are done to the best of his ability before passing it on to his fellow worker for the next operation. He should be shown that a hitch at one place; carelessness at another, not only interferes with the results sought, but that indifference by only one fellow worker may often hinder the success of his following co-workers; that ultimate success and resultant prosperity to the organization can only come about through united effort; that prosperity and success for the organization spells success and prosperity

Certified Circulations

Some Mediums in Several Classes Whose Audits are Made by the

AUDIT BUREAU OF CIRCULATION

CLASS TRADE AND TECHNICAL

AERIAL AGE WEEKLY, New York
The National Technical, Engineering, and Trade Authority of the aeronautic industry. The foremost aeronautical magazine in America in point of quality, circulation, and authoritative editorial contents.

THE AMERICAN ARCHITECT, Member A. B. P. Inc. New York
The weekly business newspaper of the architectural profession subscribed to at $10.00 per year by practically every worthwhile architect. Published every week since 1876.

AMERICAN EXPORTER, New York
The world's largest export journal. Carries 1,400 continuous advertisers. Circulates every month through English, Spanish, Portuguese and French editions among leading firms abroad that buy American manufactured goods. Member Associated Business Papers, Inc.

THE ARCHITECTURAL RECORD, New York
National professional monthly established 1891. Average net paid circulation exceeds 9,500. Member Associated Business Papers, Inc.

AUTOMOTIVE INDUSTRIES, New York
The only journal dealing with engineering and industrial problems in the third largest industry. Published weekly. Subscribed to by manufacturers, engineers and other industrial officials, allied industries, foreign manufacturers, etc. Net paid circulation 8,519. Member Associated Business Papers, Inc.

BAKERS WEEKLY, New York City
Leading paper in the baking industry. Member A. B. C. and Associated Business Papers, Inc.

BOOT AND SHOE RECORDER, Boston
"The Great National Shoe Weekly." The indispensable advisor on shoe styles and shoe merchandising of the best-rated retail shoe merchants in this country. Circulation 10,000 copies weekly. First choice of the advertiser of shoes, leathers or shoe-store goods. Member Associated Business Papers, Inc.

BUILDING AGE, New York
Established 1879. Published monthly. Subscribed to by the men who do the building construction of the country. Circulation almost exclusively among those who purchase materials as well as tools.

THE DRY GOODS ECONOMIST, New York
The Dry Goods Economist, a national dry goods weekly for retailers and jobbers, is the accepted authority of the dry goods trade. Eight issues of each year are World Wide numbers with over three thousand added foreign circulation. Type page 8¾x12¼. Published Saturdays—forms close Wednesday preceding. Member of the Associated Business Papers, Inc. The Dry Goods Economist, 231 West 39th Street, New York City.

EXPORT AMER. INDUSTRIES, New York
Monthly English, French, Spanish and Portuguese editions reaching foreign business men interested in the United States as a source of supply for their industrial and mercantile requirements. Official International Organ of the Nat. Assn. of Mfrs. 60,000 circulation guaranteed.

THE GAS RECORD, Chicago
Semi-Monthly. Edited by practical gas men. Reaches builders and operators of artificial and natural gas plants, and makers and sellers of gas-consuming appliances. Member A. B. C. and A. B. P. Eastern office 56 W. 45th St. New York.
Telephone Vanderbilt 3695.

HARDWARE AGE, New York City
Established, 1855; published, weekly; the market report paper of the hardware trade thoroughly saturating the national hardware field. Editorially devoted to the better merchandising of every sort of hardware and read on paid subscription by progressive hardware retailers and wholesalers as well as their traveling salesmen, buyers and department managers. Circulation exceeds 18,500 copies weekly. Member, Associated Business Papers, Inc.

THE IRON AGE, New York
"The World's Greatest Industrial Paper," established 1855; published every Thursday; forms close eight days preceding; type page, 6⅞ x 11"; one-time page rate, $108; 52-pages a year, $80; subscription price, $6; charter member, A. B. C. and A. B. P. The *Iron Age* serves buyers and sellers in the machinery, automotive, shipbuilding, railroad, farm implement, foundry, iron, steel and other metal-working industries. Its circulation is world-wide and is composed almost entirely of manufacturing plants. Its readers therein are the executives charged with the problems of management involved in purchase, production, costs and sales. Branch offices in Chicago, Pittsburgh, Boston, Philadelphia, Cleveland, Cincinnati, Washington and San Francisco.

MARINE ENGINEERING, New York
Guarantees more paid individual subscribers among shipbuilding companies and their officials, also among steamship and steamboat companies and their officials, than all other marine publications in the country combined. Member Associated Business Papers, Inc.

MERCHANTS' TRADE JOURNAL, Des Moines, Chicago, New York, Boston
Published monthly—subscription price $3.00 per year. Sworn, paid national circulation among retail merchants, exceeds 24,000 (rate based on 16,000). Maintains trade investigation bureau.

METAL WORKER, PLUMBER & STEAM FITTER, New York
Established 1874. Published weekly. Recognized authority on heating, plumbing, roofing and sheet metal work. Devoted particularly to the interests of the buyers of materials in the above lines—the combination shops. Market Report an important feature. Member Associated Business Papers, Inc.

MOTOR AGE, Chicago
The Weekly News and Service magazine of the automotive trade. Editorially, it specializes on the maintenance is devoted to the interests of motor car, truck and tractor dealers who make up over 50% of its more than of motor cars, trucks and tractors and 30,000 paid subscribers. Member Associated Business Papers, Inc.

MOTOR WORLD, New York
Subscribed for and read by the big percentage of dealers, jobbers and garage owners who study merchandising and are interested in the profit side of their business. Net paid circulation in excess of 22,000 per week. Member Associated Business Papers, Inc.

for the individual worker."

Here also is an expression by our editorial board as to what it is hoped could be accomplished by this magazine:

"We hope to show just where our raw material originates. We must trace the progress of the animal from the plains, from the farms and from distant lands, through packing house or frigorifico, and carry our view of the hide to the tanneries and on to the finished leather. We must show the scope and reason of our bark and lumber interest, why our railroads exist and how they join in the general scheme of operation. The story of our by-products must be instructive, how it occurs that we sell glue and where goes the hair and the diverse channels it follows in supplying other and distinct industries. In the case of leather we hope to trace its progress from the tannery through to the hands of the maker of belting and the manufacturer of shoes. We hope to tell our fellow-worker just what becomes of the side, or back or bend that he fashions with such care and such pride, so that all may know why our famous tannages enter so largely into the making of the finest shoes and belting that the world produces. It is fine to have the news and views of our fellow-workers. Let us never be dry or too serious in what we may say of each other, but let us not forget that our magazine is intended to be a help to us and it must also be instructive."

VIEWS OF EMPLOYES TAKEN SERIOUSLY

"Another feature is the importance that we place upon the views of our men and news of steps taken to insure safety to the employes. I quote from a letter from our hazard inspector: "I find that this magazine is thoroughly read by all employes or that it is read to them by some one. What little that has been published on 'Safety' in this magazine is producing an awakening among many employes to think along this line. At one tannery recently visited, workmen have made suggestions to the superintendent to make conditions safer. The superintendents are beginning to take an inquiring interest in the subject which I know is due to the publication, "Our Views and News.' If this can be done in the Safety movement, it can be done along other lines. The superintendents, foremen and workmen have many good ideas for safe-guarding the industry from accidents, and wish to express themselves in the magazine. I have encouraged this desire and I expect in the future to have their co-operation in making the safety column one of greater interest."

Inspired by this magazine, there have been started several employes' clubs, which in turn have formed baseball teams and athletic contests. We are planning for theatricals, minstrel shows, lectures, etc., for the coming winter and also arranging for a beneficial association under the auspices of the club.

We feel very optimistic in regard to the future of "Our Views and News" and we know that it has proved its worth so far.

Certified Circulations

Some Mediums in Several Classes Whose Audits are Made by the
AUDIT BUREAU OF CIRCULATION

CLASS TRADE AND TECHNICAL

RAILWAY AGE, New York
Founded in 1856. Read by executive officers and heads of the operating, traffic, financial, legal, purchasing, mechanical, engineering and maintenance departments. It reaches direct the final buying power of railway supplies and equipment. Weekly. Average circulation 9,250 copies. Members Associated Business Papers, Inc.

RAILWAY ELECTRICAL ENGINEER, New York
Founded in 1908. The only paper devoted exclusively to steam railway electrical problems. Of special interest to mechanical and electrical engineers, heads of electrical departments and their staffs, electric welders, third rail men, power house, sub-station and car lighting men. Monthly. Average circulation 3,300 copies. Member Associated Business Papers, Inc.

RAILWAY MAINTENANCE ENGINEER, Chicago
The only publication devoted to the problems of track, bridges, buildings, terminals, water and steam heat service of the steam railways. Reaches all railway officers concerned with maintenance of way problems. Monthly. Average circulation 8,900 copies. Member Associated Business Papers, Inc.

RAILWAY MECHANICAL ENGINEER, New York
Established in 1832. Devoted to subjects pertaining to motive power, rolling stock, power house, shop and roundhouse problems. Read by all officials interested in the repairs or renewals to motive power and rolling stock. Monthly. Average circulation 11,400 copies. Member Associated Business Papers, Inc.

RAILWAY SIGNAL ENGINEER, Chicago
Founded 1908. Read by signal engineers and their staffs, signal supervisors, inspectors, maintainers, foremen, batterymen, wiremen, towermen, lampmen and grade crossing engineers. Monthly. Average circulation 5,500 copies. Member Associated Business Papers, Inc.

THE RETAIL LUMBERMAN, Kansas City, Mo.
The dominant trade paper in the retail lumber and building material field. It furnishes lumber dealers with building, advertising and sales service, and is a high class advertising medium. Total net paid circulation in excess of 5,000. Ask for statement. Member Associated Business Papers, Inc.

SHOE AND LEATHER REPORTER, Boston
For 63 years the most influential and intensive paper in an industry rated as fourth in the country's business. During 1919 the REPORTER carried 4,000 pages of paid advertising, which is 454 more pages than its chief contemporary. Published each Thursday. World-wide circulation at $5 a year. Member Associated Business Papers, Inc. Ask for A. B. C. Report.

THE SHOE RETAILER,
with which is consolidated THE SHOEMAN and Boots & Shoes Weekly; circulates exclusively in the retail shoe field, in well-rated stores and departments among those who are interested in matter of style, trade situation and store management. Members of A. B. C. and Associated Business Press.

TEXTILE WORLD JOURNAL, New York
The Dominating publication of the textile industries. Its readers are mill men who control purchasing of supplies for this country's second largest industry. Over 750 industrial advertisers using space under yearly contract. Member Associated Business Papers, Inc. One Time Page rate, $100.

AGRICULTURAL

NATIONAL STOCKMAN & FARMER, Pittsburgh, Pa.
"130,000 guaranteed. Covers Ohio, Pennsylvania, West Virginia. $1.00 per year cash. It does not believe in the advertisers bearing all the expenses of a publication."

FARMER AND BREEDER, Sioux City, Iowa
Devoted to the interests of the capitalistic farmers and breeders of the Golden Egg Territory — southeastern South Dakota, northwestern Iowa, northeastern Nebraska and southwestern Minnesota. Circulation 90,000. Rate 50 cents an agate line.

MAGAZINES

THE MODERN PRISCILLA,
A magazine designed for thrifty womankind. Devoted to the three important topics of Needlework, Clothes and Housekeeping. A practical magazine for practical women. 97% of its readers are housekeepers; 83% are mothers. Over 90% of its readers keep back numbers indefinitely for reference. Rate $4.00 per line.

NEWSPAPERS

THE COURIER NEWS, Fargo, N. Dak.
Published in the heart of the famous Red River Valley wheat growing section, has the largest circulation of any daily newspaper in the state. Advertising rates 4 cents a line. Government wheat guarantee makes North Dakota the best field for advertisers in the nation this year.

THE BRITISH WHIG, Kingston, Ontario
Only A. B. C. paper in city of 25,000. April average 6,424. City circulation 3,950; country, 2,474. Carries many exclusive news features. 14 to 22 pages, something unique in newspaper annals, daily. Write for house organ, "More Pep."

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

Features in This Number

July 31, 1920

PAGE

Taking the Waste Out of Advertising.....*Herbert Everett* 3
Closer Cooperation With Dealers Is a Means Suggested for This Important Purpose.

Jobbers' Coffee Advertising Wins Big Sales.....*Harold Halsell* 5
Premiums Featured in a Manner That Obtains 114 Percent Returns in the First Year.

Straining for "Style" in Advertising.....*Arnold W. Rosenthal* 10
Some Copy Writers, Desiring to be Different, Accomplish Remarkable Results.

Making Farm Paper Copy Say "Truly Ruly".....*Ward Gedney* 12
Columbia Graphophone Company Believes in Avoiding the False Note of Class Appeal.

What Is the Matter With Advertising?.....*Kenneth Groesbeck* 16
Some of It Is Hasty, Careless and Pleases Only the Office Executive.

Farmers Are Big Potential Buyers.....*H. H. Charles* 20
Bumper Crop of 1920 and Its Relation to Advertising and Selling.

A Manual of Newspaper Advertising..... 26
Two Volumes Which Publishers and Advertisers Will Find Interesting and Profitable.

James H. McGraw, Publisher Extraordinary..*E. Walter Osborne* 30

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Foreign Fields Call American Farm Papers..*G. Howard Davison* 48
Our Agricultural Journals Should Carry Their Message Over National Boundary Lines.

A. A. C. of W. Executive Committee Meets..... 51
Will Act on President Otis's Resignation August 12.

Calendar of Coming Events

August 4-5—Convention, Washington State Retailers' Association, Spokane, Wash.

August 9-13—Convention, Inter-State Exhibitors' Corporation, New York.

August 12—Convention, Wool Stock Graders' Association, New York.

August 12-14—Convention, National Cigar Box Manufacturers' Association, New York.

September 14-16—Annual Convention, Outdoor Advertising Association, Cleveland, Ohio.

October 6—Annual Convention National Association of Electrical Contractors and Dealers, Baltimore, Md.

October 11-13—Annual Convention National Association of Purchasing Agents, Chicago.

October 27-29—Annual Convention, Direct Mail Advertising Association, Detroit, Mich.

Cut Waste From Advertising

(*Continued from page 43*)

Except in rare instance, most particularly among department stores and specialty shops, advertisers have not appreciated the value of their dealers' windows. For the most part they have piled merchandise and price tickets indiscriminately into the window without much regard for pleasing effect. If the dealer could know the value of harmonious typography and illustration in advertising, and also know how to apply this advertising skill to his window, he might develop the great medium which he possesses. The dealer is incapable of giving his window the attractiveness, dignity, and effectiveness that is its latent possibility. This is some of the work that must be done by the advertising man—by advertising men who know salesmanship and merchandising from the dealer's or the retail standpoint, which is, in the last analysis, the salesmanship that clinches the whole transaction of distribution, by selling to the consumer.

When one will bear in mind that the average retail merchant, of whatever kind, has his own customers—that the bulk of his business is "regular" trade—and that transitory business is relatively a small part of the total business done, one will recognize that the retailer, if he can be made a salesman, a merchant, and an advertiser in one is a highly desirable ally to any advertising campaign. As a means of tying up the retail merchant with any given national advertising campaign, what is more obvious than to repeat, in a broad way, and with amplification, if necessary, the general advertising theme and display used in national advertising? The advertising man certainly cannot do better than to concentrate on the problem of development of the dealer.

The dealer's place of business is the point where salesmanship and advertising should logically meet. To develop dealer advertising window display and other branches, would be to bring both salesmanship and advertising closer together—to establish a contact between them that must inevitably travel through the individual efforts of both. Advertising will thus learn much from salesmanship—particularly in regard to sales viewpoint. Also salesmanship will learn much from advertising—particularly as to how to use this great force in intimate connection with its own work.

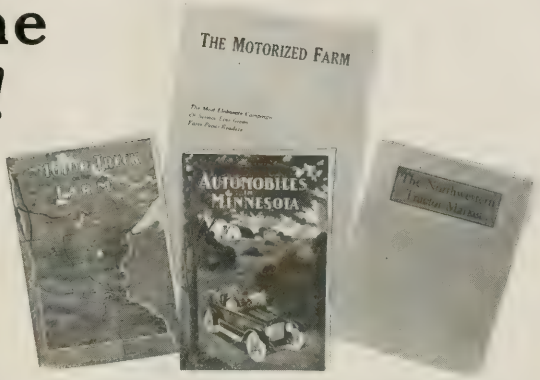
Farm Motors Were First Used in the Northwest!

It was here that the value of big mechanical power units in farm operation was first demonstrated

It was here that the first extensive sales of tractors for farm uses were made.

It was here that the farm tractor industry first took definite form.

From its first beginnings, power farming has developed in this territory logically and steadily.



Send for Copies of These Books if You Want Information on the Market for Farm Motors or Equipment

Both as an exponent of power farming and as a medium for the sale of power-farming equipment, "The Farmer" has kept pace, steadily and consistently, with the growth of the industry. It has from the first been one of the leading mediums in America for the advertising of automobiles, tractors and allied power-farming tools.

The opportunities of this Northwestern sales field are shown in four booklets which we have published. They are:

The Northwestern Tractor Market, a survey of tractor sales possibilities in this territory.

The Motorized Farm, a compilation of a year's editorial discussions of power farming from the pages of "The Farmer."

The Motor Truck on the Farm, a county census of motor trucks in Minnesota.

Automobiles in Minnesota, a county count of automobiles in this state.

Any one or all of these booklets will be sent to any applicant who is interested in the power-farming market of the central Northwest.

The Farmer maintains the same leadership in the development of the market for all other farm products that it does in the market for farm power equipment. For years it has been one of the leading papers in the United States in volume of advertising in all lines of merchandise sold to farmers.

THE FARMER

A Journal of Agriculture

WEBB PUBLISHING CO., PUBLISHERS
ST. PAUL, MINN.

Western Representative
STANDARD FARM PAPERS, Inc.
1341 Conway Bldg.
CHICAGO, ILL.

OF KNOWN VALUE
STANDARD
FARM PAPERS

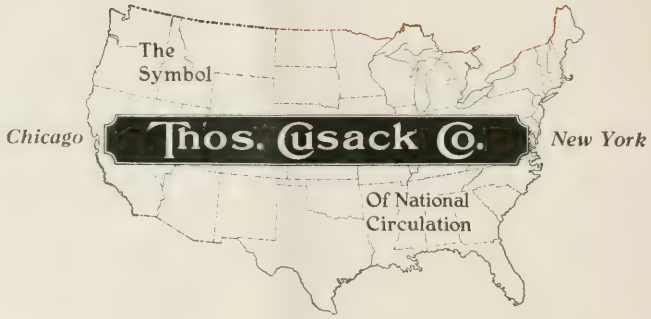
Eastern Representative
WALLACE C. RICHARDSON, Inc.
381 Fourth Avenue
NEW YORK CITY

MEMBERS AUDIT BUREAU OF CIRCULATIONS

"MAXIM-UM" PUBLICITY

Early to bed
early to rise,
work like sixty
and Advertise

Outdoors



10 Cents the Copy $3 the Year

Advertising & Selling

AUGUST 7, 1920



A NATIONAL MEDIUM IN 7,000 TOWNS

A NATIONAL advertiser recently signed a noncancellable contract for more than $125,000 worth of space to be used within twelve months in the Chicago *Tribune*.

The Chicago *Tribune* is recognized as one of the greatest mediums for national advertising because of its dominating power in a territory possessing one-fifth of the wealth of the United States and with a population double that of the Dominion of Canada.

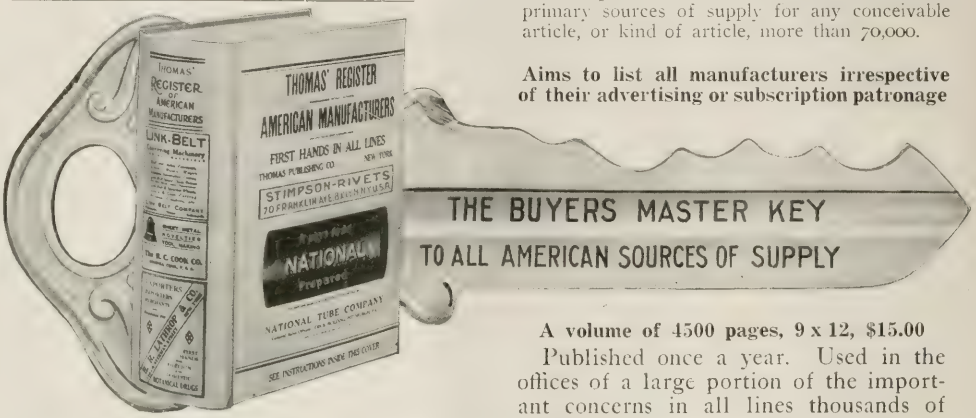
WHY the Chicago *Tribune* is scheduled as a "national" advertising medium by progressive advertisers is explained by the *Tribune's* 1920 BOOK OF FACTS. One of many items in this unique publication is a list showing *Tribune* circulation in each of more than 7,000 towns. This important reference book will be sent free to any selling organization if requested on business stationery.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Circulation more than 400,000 Daily, 700,000 Sunday

Member Audit Bureau of Circulations



THE only work that instantly furnishes **a** complete list of all the Manufacturers and primary sources of supply for any conceivable article, or kind of article, more than 70,000.

Aims to list all manufacturers irrespective of their advertising or subscription patronage

A volume of 4500 pages, 9 x 12, $15.00

Published once a year. Used in the offices of a large portion of the important concerns in all lines thousands of times each day by Purchasing Agents, Foremen, Superintendents and others having to do with ordering or specifying.

Circulation 80% Domestic—20% Foreign. Its Circulation is 99% paid

IT is used by them for locating sources of supply as instinctively as the clock is consulted for the time of day. Descriptive and other advertising matter therein automatically comes to the attention of buyers at the important moment when they are interested.

Costs for one issue—Lasts a year or more

Numerous tests with "Keyed" addresses, etc., have demonstrated beyond question that APPROPRIATE advertising matter in one issue of Thomas' Register averages throughout the year as great and as continuous returns as the same space run every issue for a year in weekly or monthly publications.

5980 Advertisements—2315 Advertisers

THOMAS PUBLISHING COMPANY

129 LAFAYETTE STREET, NEW YORK CITY

CHICAGO—20 W. Jackson Blvd. BOSTON—Allston Square SAN FRANCISCO—433 California St. TORONTO—91 Constance St.

OVERSEAS OFFICES AND AGENCIES: London, Paris, Amsterdam, Kristiania, Madrid, Genoa, Calcutta, Sydney, Soerabaia, Singapore, Manila, Johannesburg, Cape Town, Durban, Honolulu, Saigon, Shanghai, Kobe, Rio de Janeiro, Buenos Aires, Havana, San Juan, Mexico City.

When You Think of New Orleans Think of New Orleans STATES

EVENING SUNDAY

Because:-

Large Circulation Concentrated In The City Proper-Your Profitable Market

Suburban New Orleans is too limited and scattered to cover economically.

Advertise in the New Orleans States and center your efforts on the city itself. Excellent opportunities for distribution of any product. People responsive to advertising. High per capita purchasing power.

WRITE J. K. Ewing ADVERTISING DIRECTOR

Want More Information? We'll Gladly Furnish It.

ADVERTISING & SELLING, AUGUST 7, 1920

30th year. No. 7. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1870. Price, 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City

Philadelphia

The third largest Market in the U. S. has 33,028 more women than men

When you consider that of Philadelphia's total population of 1,823,158 (within the city limits), the grand total of the female inhabitants numbers 928,093, you get an idea of its importance to manufacturers of Women's Wear.

If you are a shoemaker, think of this wonderful concentrated outlet for your women's shoe department.

Frocks, gowns, underwear, hosiery, corsets, millinery, toilet articles, and things distinctly feminine in their appeal could not be better introduced to the female public than through this waiting market of Philadelphia.

In recent months the number of women's shops in Philadelphia has greatly increased and they and the big department stores are all doing a prosperous business.

No trouble to get distribution here if you will tell the women folks of Philadelphia about your goods.

Dominate Philadelphia

You can at one cost reach the greatest number of possible consumers in the Philadelphia territory by concentrating your advertising in the newspaper "nearly everybody reads"—

THE BULLETIN

"In Philadelphia nearly everybody reads the Bulletin"

Net paid average circulation for the six months ending April 1, 1920, as per U. S. Post Office report: 466,732 copies a day.

No prize, premiums, coupon or other artificial methods of stimulating circulation have ever been used by The Bulletin.

More than 400,000,000 cigars were "Made in Philadelphia" last year.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising — Established 1891

J. M. Hopkins, President;
H. B. Williams, Vice President;
William B. Curtis, Treasurer;

ADVERTISING & SELLING CO., Inc.,
471 Fourth Avenue, New York, N. Y.
Telephone, Madison Square 1765

M. F. Duhamel, Managing Editor;
Ralph B. Smith, Associate Editor;
George Roosevelt, News Editor.

30th Year | AUGUST 7, 1920 | Number 7

What the New Railroad Rates Mean to the Nation's Business

Their Promise of Real Transportation Service at Last Offset Their Threat of a Skyward Push to the H. C. of L.

By RALPH BEVIN SMITH

DAY by day the problems besetting the manufacturers and distributors of the nation as an aftermath of the war are being solved. First, to smooth the way of transition from wartime to peacetime production, we found Europe's demand for our ploughshares as avid as had been her demand for our swords. Followed a gradual throwing off of the war hysteria that had unbalanced both capital and labor and a resultant increase in production, which was our next great need after the transition had been made. Later, we began to experience the effects of a salutory reaction to high price levels in the shape of better reasoned and thriftier buying, an influence that is now working powerfully toward the stabilization of conditions of consumption and demand.

THE RAILROAD PROBLEM

But throughout all these ameliorative developments the nation's economic health has continued to be undermined by that most pernicious of economic diseases — demoralization of its transportation system. We found the men, we made the goods—and then the railroads failed to complete the circuit between manufacturer and consumer. Anyone who thinks that "demoralization" is putting it too strongly is recommended to go out and find out what exasperated shippers and disappointed would-be receivers have said—and are still saying—about our mutual nightmare, the Common Carrier. We organized our factories, we analyzed our selling problems, we laid down elaborate plans to "sell" the consumer on our goods, we won the consumer's favor by the use of great volumes of advertising—and found that we had perfected every step in the selling process except that essential one of moving the goods to where the demand was. We advertising technicians quarrelled about such fine points of phraseology as whether we should speak of "consumer demand" or "consumer acceptance" and found that it was no theory but a sad fact that made it "consumer demand"; for, while our railroads were what they were, the consumer demanded nine times to accepting or getting a chance to accept once.

A NEW EXPERIMENT

On April 1, last, the government turned the railroads back to their private owners and we heaved a sigh of relief, unless we were confirmed in the doctrines of government ownership, and said "At last private initiative will straighten out the tangle." But it didn't. The "Car Shortage" headline might profitably have been cast in eternal gold so continually and consistently did the newspapers find use for it on their front pages. We hounded the railroads in an effort to persuade them to purchase adequate equipment and they answered that they were penniless and powerless. When the railroad workers' unions exacted a $618,000,000 increase in wages in the spring we threw up our hands in despair.

This week we, or rather the Interstate Commerce Commission for us, decided upon a new experiment. It was announced that the railroads were to be allowed to raise their freight rates from 25 to 40 per cent dependent upon their territorial location. The railroads in the East obtained a 40 per cent increase, those in the West east of the Rockies a 35 per cent raise, those in the South and those in the Mountain-Pacific division a 25 per cent raise. At the same time, passenger rates went up 20 per cent, excess baggage charges and milk rates were allowed to increase by the same proportion, while a 50 per cent surcharge was placed on sleeping car and parlor car tickets.

"Blind and more than blind," as the railroader characterized him, the first reaction of the manufacturer and distributor to this announcement was decidedly pessimistic. It was stressed that these increases designed to bring in approximately a billion and a half in additional revenue to what we had been calling our "crippled" transportation system would mean such dire things as these:

A $30 additional per capita expenditure a year.

A boost in the present high cost of living by an amount somewhere between $4,500,000,000 and $7,500,000,000 annually.

A per capita increase of $9.75 to cover the change in the freight rates alone; and a $4.75 per capita increase to the 1,000,000,000 (statistical) persons who use the railroads every year.

THE FEAR WAVE

Walker D. Hines, former Director General of the Railroads, was quoted as saying that the increase in the price of commodities to the consumer would be fivefold the freight rate increase. It was remembered that he had pointed out that this increase had followed in many cases, and had

insisted that it would reach this height unless the Department of Justice acted promptly under the Lever act and prevented the producer, the wholesaler and the retailer from adding an amount in excess of the freight rate increase in each case. The increase might be kept down to threefold, he had said, by rigid Governmental action.

Mr. Hines was shown as having instanced that in 1902, when the price of coal was taxed 10 cents a ton at the mouth of the mines by the Commonwealth of Pennsylvania, the operators increased the price 25 cents a ton to the dealer, who in turn raised the price to the consumer 50 cents a ton—a fivefold increase.

PROMISING BETTER SERVICE

Another instance cited where this precedent was followed was in April last, when the coal miners were granted a wage increase of 40 cents a ton. Immediately the operators increased the price of coal $2 a ton—a fivefold increase to the consumer.

Seemingly the only consolation for the conscientious advertiser came with the belief that the necessity of jacking up his prices to meet this increase in the selling cost in the face of an already exasperated consumer body would result in the employment of, and the demand for, better and more efficient advertising — real selling advertising—to succeed and wipe out some of the half-hearted, perfunctory or flamboyant stuff that has been taking up good space under existent "seller's market" conditions.

Daniel Willard, president of the Baltimore & Ohio road obtained, at this period of first thought, a hearing that was polite rather than attentive when he said:

> With rates and charges increased to provide $1,500,000,000 additional income annually the railroads of the United States will have the long-waited opportunity of buying new equipment, of extending service of new lines, of making railroad securities more attractive to investors and meeting increased wages.
>
> I believe that the decision, instead of increasing the cost of living, will have just the opposite effect. The rate decision will bring about renewed activity in the development of our railroads which will be reflected in the movement on an enlarged volume of business. The enlarged volume of business—the ability of the roads through added equipment and new branches of line to take care of more shipments—will mean a greater supply to the market and a consequent lowering of prices.

But, as this note was taken up by others who stood apart from railroad interests and could least be suspected of prejudice in favor of the railroads there came a period of second thought and a very different set of reactions.

Many were helped to this "second thought" by a statement made by W Jett Lauck, the economist who recently presented statistics on behalf of the railroad employes to the Railroad Labor Board. In this statement, which was given wide publicity, Mr. Lauck said, in part:

> The increase in freight rates should have no appreciable effect on the prices of the vast majority of things which the ordinary consumer purchases. This is so for the reason that in the case of almost all ordinary commodities the cost of transportation at present is such a negligible item in their selling price that an increase of even 40 per cent in freight rates would be an unimportant addition.
>
> This fact is brought out clearly when an analysis is made of the selling prices of almost any commodity in relation to the cost of transportation of such commodity. Thus, in the average household budget, meat constitutes one of the most important items of expenditure, the average family consuming about 400 pounds of meat per year.
>
> The average wholesale price of meat in Eastern cities in 1919 was about 21 cents per pound and the average retail price about twice this much. At the same time the freight rate per pound for a haul of 1,000 miles, which is well above the average haul, was less than seven-tenths of 1 cent.
>
> Even when liberal allowance is made for the other transportation costs entering into the final price of meat, such as the hauling of the cattle to the slaughterhouse or the hauling of feed for the cattle, it seems clear that the total transportation cost in a pound of meat is at present not over two cents.
>
> A 40 per cent increase in freights, therefore, would add less than 1 cent per pound to transportation costs, and, at the maximum, should add no more than the same amount to the retail selling price.

WHAT SECOND THOUGHT REVEALED

The pessimist began to look at the other side of the shield; to figure on the possibilities of increased service to him that might result from the placing at the disposal of the railroads of this increased revenue available for expenditure in new and much-needed equipment.

Advertising & Selling

has sought the opinions of several prominent executives connected with the business of advertising and selling to learn their second thoughts on the situation. It has found them all optimists, all convinced in the words of P. J. Dougherty, of the National Biscuit Company advertising department, that "the rate increases, if they presage a period of better equipment for the railroads, presage a period of better service to the manufacturer and distributor with the effect of improving his service to the consumer, on one hand, and of enabling him to profit by important reductions in his inventory on the other."

These points were brought out more fully by C. W. Foss, Financial Editor of the *Railway Age*, in a statement to the writer in which he pointed out that the possible effect of the rate increases on commodity prices was negligible when compared with the certain effect of increased railroad efficiency, through the purchase of new equipment, on shipper service. Any action taken to better existent disrupted transportation conditions must have a direct beneficial influence on market conditions, Mr. Foss declared, taking it for granted that the gains in revenue to follow the Interstate Commerce Commission's decision will be expended in equipment.

"In the first place," he said, "better shipping conditions allow a quicker turnover for the manufacturer. He will get his raw materials more quickly and he will be able to make speedier and more frequent deliveries to his dealers. At the same time, credit conditions will be more fluid as the manufacturer will have less money tied up in undelivered raw materials and will not have to carry heavy stocks over such long periods as he is forced to at present. Furthermore, he and the consumer can figure on distinct advantages to come when improved transportation conditions will enable him to get all, and not a part, of his commodity on the market."

Mr. Foss cited, in this instance, the situation in the Imperial Valley in California, where, on a recent trip, he found canteloupe growers with a 12,000-car melon crop on their hands and only 6,000 cars available to take it to the markets—in which prices must be based on a supply just half as great in proportion to the demand as it would have been but for the transportation difficulty.

AIDS TO "GOOD WILL"

In addition to these points, the business executive must remember the effect of delayed shipments and unfilled and unfillable orders on his good will and compare the hampering ham-stringing conditions of today with those that will ensue if the rate increase serves to put the railroads on their feet again and thus to enable him to give the service that he is capable of giving his customers—must give his customers if he desires to keep them.

Finally, if the rate increases are to be translated into heavy expenditures for equipment by the railroads, the business man cannot neglect to take into consideration the indirect effect of these expenditures on business in general. The two or three points taken up above trace very direct in-

fluences that the increase may be expected to have on the prosperity of the producer and distributor. There are other influences quite as important.

All lines of industry related in any way to railroad equipment are expected to develop as a result of the rate increase granted the railroads. The demand for men is expected to afford employment to thousands.

Capital expenditures contemplated during 1920 by 106 railroads of the country involve a total of more than $700,000,000, according to data gathered by the Interstate Commerce Commission prior to April 5 last. Of this huge sum, $374,306,755 is for Eastern roads, $75,979,272 for the Southern roads, and $272,259,725 for the roads in the Western district.

The new rates should multiply these totals in 1921, multiplying the country's business activity, putting the railway equipment firms heavily in the advertising columns. The effect cannot be limited to any one line of endeavor. It must be spread widely over the country.

Finally, under the guarantee of a net operating income based on figures for the three years previous to their taking over by the government which was given all railroads asking it when they were turned back to their private owners last April, the government has been paying out about $75,000,000 a month, derivable from its revenues—from the pockets of the taxpayers. That guarantee extended to September 1. The rate increases offer a new guarantee—a guarantee that the government is behind the railroads in any effort they may put forth to give the country's industry efficient service once more. It is a guarantee that the country's manufacturers and distributors may subscribe to without reservations.

The new rates represent an experiment. Samuel O. Dunn, editor of the *Railway Age,* says they are inadequate. At all events, they do not justify that first wave of pessimism, the frame of mind that saw nothing but "$30 a day additional per capita expenditure a year." On the other hand, they justify every hope that to that list of problems in the solution of which the essentially sane, sound, efficient spirit of the country can report progress may be added the "railroad problem."

Winning National Sales for a Food Family

How Ghirardelli's Ground Chocolate Has Led a Line of Allied Products Into Eastern Markets

By H. A. STEBBINS
Chief of Copy, Honig-Cooper Company, San Francisco

THE business philosopher of former days was wont to swirl 'round in his office chair, cock a gimlet eye at you and deliver himself of this time-tattered maxim:

"Young man—the trend of trade, as of Empire, is Westward."

And—that settled it. For if, by chance, you were young enough and foolish enough to believe that business could possibly migrate from the West to the East, you didn't have a chance in the world. Your fate was sealed even before your case went to the jury.

But, remember, that was years ago. How different today! For example, it does not strike us at all funny that a firm in Penobscot, Maine, should buy from a manufacturer in San Francisco; or that a New England concern should condescend to send cross-country for its needs. And this, by the way, is one of the signal accomplishments of Modern Business. It has focused the spotlight of ridicule on so-called business truths that harbored more nonsense than wisdom.

As a concrete instance let us take the D. Ghirardelli Company of San Francisco. Founded in 1852 by D. Ghirardelli, this firm has steadily forged to the front as one of the most progressive business institutions on the Pacific Coast. Since its inception it has manufactured a ramified line of products embracing confections, cocoa, chocolate coatings for confectioners, etc.; but it was in the early 70's that it began the manufacture of Ground Chocolate—the product upon which it has since concentrated its advertising and sales efforts.

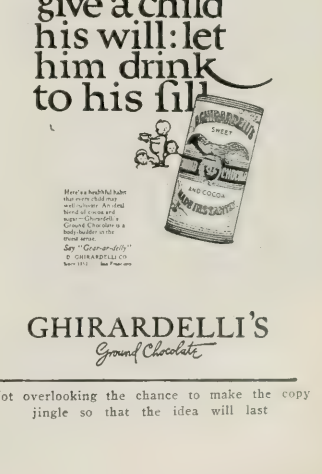


Advertising copy that is intended to popularize ground chocolate for all-purposes use

BROADENING THE MARKET

Prior to this time chocolate had not been sold in ground form, at least, in America, and to Ghirardelli's belongs the distinction of its origination. The net result is that today Ghirardelli's is a familiar household word on the Pacific Coast and, in more recent years, has extended its consumer-market as far east as Kansas City. This has been accomplished not only because the brunt of the advertising has been focused on Ghirardelli's Ground Chocolate, but because this product gives the housewife something she cannot get in any other way.

A man of large business vision, Mr. Ghirardelli early realized the value and potency of advertising in fortifying his established market and gaining new ones. He saw, too, the necessity of capitalizing a name admittedly difficult to pronounce for the average American, who may appreciate the musical diction of the



Not overlooking the chance to make the copy jingle so that the idea will last



Getting over the idea of the health-giving qualities of a breakfast cup in strong picture and short text

Italian but who may not, necessarily, be able to pronounce it musically.

Accordingly, it was decided to use as a slogan, "Say Gear-ar-delly." This primer-like treatment dissects the name in piecemeal fashion for easy assimilation by the reader. What's more, it has proven so effective in actual practice that this slogan is used consistently in all advertising —newspapers, billboards and supplementary media.

Another consumer angle that had to be properly approached was this: Ground Chocolate is a thing quite different from cocoa — although it emanates from the same cocoa bean The public had to be taught to differentiate between the two. The public had to be educated to a proper appreciation of Ghirardelli's Ground Chocolate as a food-beverage—and as an aid in baking and cooking; but primarily as a *beverage*, for this is the day-after-day use that this advertiser has sought to inculcate in the mind of the consumer-public.

PUTTING OVER THE PACKAGE

Then, too, there was still another phase to this chocolate question; a bulk-versus-package problem that has been solved, in great measure, by the advertising. The average woman was accustomed, naturally, to think of ground chocolate as *bulk* chocolate—something to be scooped up and weighed out for her while she waited. And here was chocolate put up in cans to protect its quality-contents and to protect her against inferior substitutes. This explains why the phrase, "in cans only," has come in for considerable exploitation by this advertiser.

The D. Ghirardelli Co. is, above everything else, a consistent advertiser. The primary media used are newspapers, billboards, wall spaces and street cars. It is safe to say that no product of Pacific Coast origin has received the year-in-and-year-out advertising that Ghirardelli's Ground Chocolate has been given. Its advertising has continued year after year, except for short-time breaks due to abnormal conditions. The newspaper advertising is discontinued during July and August of each year because of the natural decrease in consumption of chocolate during the summer months.

As the merchandising problem of this company is not one of distribution, the Ghirardelli advertising has been confined largely to the development of consumer interest. The newspaper advertising of Ghirardelli's Ground Chocolate has always been notable for this reason: it is thoroughly attuned to the trend of the day and tries to tie up, so far as is humanly possible, with the mind and mood of the reader-public. The dominant newspapers in over thirty-two cities from San Francisco to Kansas City—and a selected list of twelve farm journals—make up the schedule for this advertising.

Next in importance to the newspaper advertising of this product is the outdoor advertising. During the past few years this phase of the Ghirardelli publicity has dealt primarily with the pronunciation of the Ghirardelli name. Through a clever pictorial scheme it has shifted the burden of education to a parrot shown in many interesting and colorful designs, each one having as its basic thought the "Say Gear-ar-delly" idea. The reason for this is the difficulty of pronunciation that inheres in the name itself. The use of the parrot in pictorialization has been an exceedingly happy thought, gaining a great publicity that would otherwise not have come from a matter-of-fact presentation of the idea.

The street cars also have been used to emphasize the name along with the education of the consumer in new and varied uses of the product. Occasionally selected theatre programs and other subsidiary media are used. Whenever this is done there is a tie-up between the copy and the medium.

So persistent and resultful has been the advertising of the D. Ghirardelli Co. that it has been enabled to conduct a vast annual selling at an extremely low percentage of sales cost. The advertising on Ghirardelli's Ground Chocolate serves as the sales-vehicle for the entire line of Ghirardelli Products. Needless to say, the advertising of the leader has had a big reflex value in the sale of the other products. The sales work is done through a limited number of specialty men and through the usual channels of distribution — brokers and jobbers. Consistent advertising is relied upon to maintain the demand for Ghirardelli's Ground Chocolate in each individual market.

Thus, the D. Ghirardelli Company has not only demonstrated the fallacy of Rudyard Kipling's oft-repeated phrase, as applied to modern-day merchandising; but the square block of brick buildings occupied by this manufacturer in San Francisco affords a concrete and substantial example of the efficacy of advertising in stimplating and sustaining a demand for a worthwhile product.

The Part Advertising Has Played In Developing The Automobile Industry

Charm, Beauty, Reliability and Luxury of the Motor Car Have Been Well Sold—"Utility" Should Be the Dominant Copy Note Today

By E. C. TIBBITTS
Advertising Manager, B. F. Goodrich Rubber Company*

IN making these statements, I should not like to detract one minute iota of credit from the automotive manufacturers and engineers. And it would be likewise eminently unfair and brazenly unjust to rob the pioneer builders, Selden, Duryea, Haynes, Ford, Winton, White and the others of a single thought put into the self-propelled vehicle.

But the automobile never would have won its way into the possession of the millions, never would have become indispensable to our present mode of living, and, consequently, would not have been developed to its present usefulness if it had not been sold.

HERALD OF THE HORSELESS AGE

Advertising sold the automobile when it operated by a single cylinder and moved as silently as a threshing machine shrieking for lubrication; sold the automobile when horses left the roads at the sight of it; sold the automobile when it was stalled about two-thirds of its running time; sold the automobile in increasing volume; sold it so thoroughly and continues to do it so forcefully that the man without a machine to-day offers voluntary apologies for not having one.

It is set down on the records that the first horseless carriage sold in America was purchased by Robert Allison, of Fort Carbon, Pa., on April 1, 1898. (All Fool's Day was the right time to buy an automobile in this era, according to the popular opinion.) The machine was a one-cylinder Winton, manufactured in Cleveland. This car, by the way, was equipped with Goodrich tires made of sixteen plies of fabric with a tread of one and one-half inch of heavy rubber. Right now more than eight million automobiles are running in the United States. Authorities forecasted an additional two million cars in operation at the beginning of 1921. Without any other word from me, these figures are enough to show the phenomenal growth of the motor car. Now, listen to what Albert C. Bostwick, voicing the popular sentiment of the period, had to say for the automobile in 1901, three years after the sale of cars had begun:

> There is no automobile on the American market to-day that is even reasonably reliable for general roading. What I mean by this statement is that one cannot find a machine in which he can set out for a twenty-five or fifty-mile ride with a fair certainty that he will reach his destination on time and in good condition.
>
> Danger is always present in a greater or less degree. The breaking of an axle at high speed or the bursting of a tire which may wrap up into the wheel, overthrowing the entire vehicle, is likely to mean at the best broken limbs, and the worst, loss of life. Weather must be considered, too. When the snow is on the ground the automobile is practically out of commission. This means, in northern cities, uselessness for a quarter of the year.

This was the sentiment that the early manufacturer was up against. It had to be overcome. It was overcome—not in the manufacture of cars, but by advertising. Pioneer cars were sold in the face of ridicule and transportation systems that offered safety, surety and dependability. It was done by advertising, gentlemen; not by mechanics.

I hold that advertising developed the automobile. It sold the public the automobile in its crude and irresponsible state. In selling the automobile, advertising led in the development of the car. It was always in advance of the manufacture—kept the latter pushing to keep pace. The manufacturer delivered the goods because advertising awakened a demand for his product.

No product involving anywhere near the initial cost has been so successfully and universally sold as the automobile.

No product that has ever been placed on the market has been supported and boosted by such a volume of advertising as the motor car. Everything in connection with the automobile has been advertised.

ACCESSORIES OF BASIC IMPORTANCE

Why, accessory advertising is greatly in excess of car advertising in every respect. This is an interesting feature and serves to add additional emphasis on my contention that advertising developed the automobile. When any new improvement is developed or perfected that will better the automobile, it is sold to the public first and the manufacturer has not been slow to supply these demands. Advertising has developed the automobile through accessories.

A review of automobile advertising will show conclusively how advertising developed the motor car to the high plane of usefulness it holds today. First it sold a doubting public the reliability of the automobile, then safety, power, comfort, utility, economy, beauty.

In the early days and years of the struggling automotive industry, when the automobile was a cumbersome infant, sputtering at life and usefulness, where was the only encouraging note that went forth to the prospective buyer? Was it in the product itself? Those of you who remember the ancient one-lungers, wheezing, choking and coughing spasmodically will say not.

Where were the only good words said about the automobile we knew as a machine that was stalled about two-thirds of its running time? There was only one place, gentlemen, and that was in the motor car and motor car accessory advertising.

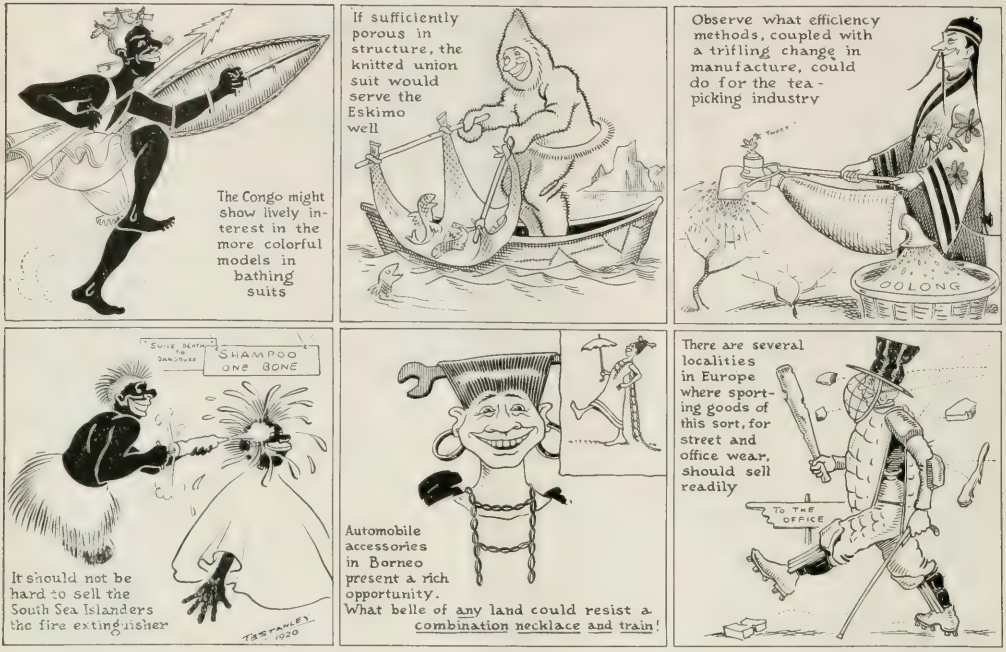
PROOFS OF RELIABILITY

How was the reliability of the automobile established? Did the manufacturer go out and invite all doubters, and they included about everybody, to come to the factory and take a ride in the machine? Obviously not. Such a thing was impossible. He turned this proposition over to the advertising man. I don't believe they had advertising departments in those days, although they were sadly needed. Now, what happened? Why, reliability runs came into vogue.

Reliability runs were really only a means of advertising, attracting attention of the public to the fact that the automobile would travel a certain distance. Following reliability advertising came the speed contests, demonstrating that the automobile

*The material in this article was presented as an address at a recent meeting of the Advertising Managers' Council of the Motor and Accessory Manufacturers Association, of which Mr. Tibbitts is chairman.

Some Lines We Might Develop in Our Foreign Trade



Artist Stanley outlines for Advertising & Selling some exporting potentialities

was a safe vehicle at high speed.

After advertising had established the reliability and safety of the motor car in the mind of the public, and it was a real task, it started off to tell people what they wanted in an automobile. Of course, the public only buys what it wants, but the real art is to show the public what it wants and then sell it.

Advertising took the automobile, a crude, cumbersome, complicated, one and two-cylinder contraption, and sold it; sold it for its intrinsic value? —well, hardly.

Here are a few excerpts from the automobile ads appearing about the time Mr. Bostwick said, "There is no automobile on the American market reasonably reliable for general roading."

Here's one from the Columbia: *"Exclusive design, luxurious appointments and the most perfect equipment ever installed in an automobile."* Won't you say that the advertising man was leading the manufacturer in this instance?

Can you imagine the automobiles of 1903, those big, untopped cars, running as easily, smoothly, efficiently and quietly as a little sewing machine? Yet this was announced in 1904: *"The Locomobile runs like a little sewing machine."*

About the same time the ads tell us, *"The Oldsmobile goes,"* and that *"Mr. Ford, driving his own machine, beat Mr. Winton at Grosse Point track in 1901."*

In 1903 we encountered this sentence in *The Motor World*: *"There is scarcely a maker who will not include in his line a 'touring car,' real or so-called."* The touring car in the statement was honored with quotation marks, indicating that the idea of motor touring was brand new.

"A sensation—the Logan climbs Vine Street Hill, Cincinnati," we found in an advertisement appearing in 1905. And a few pages after: *"Haynes—the only roller bearing motor in the world."*

"Pierce-Arrow — offers $1,000 in prizes for designs for motor car bodies."

Fifteen years ago we note: *"Matheson, America's finest motor car, self-starting from the seat."*

"Elmore, the only successful self-starting double cylinder car in the world."

"Rambler—it will carry you over the roads as fast as you wish to go, faster than the law allows."

In 1910: *"Baker Electric. It's a beauty and runs as still as a mouse."*

"Hupmobile, the car that brings sunshine to five thousand families."

"No other manufacturer can give what Overland gives for the money."

"The new Rambler offset crank shaft enables you to throttle down on high gear no faster than a man walks."

In 1915 we find that the automobile had all the essential working features of machines of 1920, and that the utility of the car was the dominant note in advertising. This is from a Pierec-Arrow ad:

The motor car has stepped into its place in the complex scheme of life, widening the scope of that scheme and at the same time becoming necessary to its successful working. The wider life, with its business, sport, society, depends upon transportation from place to place.

Now, we enter the present day. The reliability, comfort, convenience, utility of the automobile has been established. Now, what is the next step?

NEW ERA FOR AUTOMOBILE

Well, it's the biggest step of all, the step that I venture to say is going to make all the remarkable growth we have seen in this miracle

(*Continued on page* 31)

Multiplying Demand to Meet Growing Output

How the California Prune and Apricot Industry Was Saved from Financial Ruin by Employing National Advertising

By R. R. RANDALL

THE California Prune and Apricot Growers, Inc., was three years old on May 1, 1920. Today it markets at least three-quarters of the dried prunes and apricots produced in the State of California, which state grows ninety per cent of the prunes, and all the apricots, consumed in the United States. This association has done everything and more than it promised to do for the fruit growers when it came into being in the late spring of 1917.

Yet, a year ago the California Prune and Apricot Growers, Inc., was face to face with a calamity which might have wiped out a large part of an industry representing an investment of $225,000,000. This is the story of how national advertising is playing its part to help avert such a disaster.

First, let it be explained that the California Prune and Apricot Growers, Inc., is a non-profit cooperative association of 8,000 California fruit growers, who use this organization as a medium through which to market their crops. The California Prune and Apricot Growers, Inc., is a selling unit only. It does not own an acre of orchard land. It does not grow one prune or apricot. It merely takes the prunes and apricots which its grower members deliver to its packing houses and sells that fruit in the markets of the world for what it considers a fair price. Every cent received from the sale of the fruit is returned to the growers, who allow the association to retain 5 per cent of the gross sales for operating expenses.

ORGANIZING PRODUCTION AND MARKETING

Previous to the formation of the California Prune and Apricot Growers, Inc., the dried prune and apricot crop was sold through a few very powerful fruit packers who had obtained control of the marketing of these products, and to whom the growers were forced to sell their crops at ridiculously low prices. It was the helplessness of the grower as an individual in the hands of the packer which led to the organization by the growers of their own selling unit, the California Prune and Apricot Growers, Inc., in the effort to keep for themselves profits, which at their expense, were enriching the packers.

The men who sponsored the formation of the California Prune and Apriot Growers, Inc., promised that, if the growers would give it their support, the association would guarantee them a fair market price for their prunes and apricots. They promised to stabilize market conditions, thus insuring a ready market for each year's production. They promised to make prune and apricot acreage as valuable an investment for the farmer as his other agricultural holdings—and all these promises the association fulfilled.

EXPANDING THE INDUSTRY

So successful was the association that new prune and apricot acreage immediately began to be planted. The farmers were quick to see that such acreage was protected by membership in the California Prune and Apricot Growers, Inc. The existence of the association made them reasonably sure of a fair profit each year, and prune orchards became worth as much as, if not more, than other farm land.

It was estimated last Fall that 15,000 acres of prunes alone were being planted each year owing to the prosperity which the association had brought to the industry. This new acreage would begin to come into bearing by 1925. By that date the annual crop of California prunes which now runs about 200,000,000 pounds was expected to reach close to 400,000,000 pounds. With such a tremendous production and the demand remaining stationary, only one thing could happen. Prices would go back to their old-time starvation level and the $225,000,000 valuation placed on the prune and apricot industry today would shrink to one-half or one-third. That was the calamity which success threatened to bring to the prune and apricot industry, and which national advertising was called on to help prevent.

The only possible solution of this problem was to create a consumer demand which would take care of the gigantic crops due to be marketed by 1925. Of course, one obvious way of building a greater demand for prunes and apricots was through national advertising.

ADVERTISING TO BUILD DEMAND

Advertising is not the only way in which the association is getting ready for 1925, but it is a very important way. The fact that the association increased its sales by almost 12,000,000 pounds of prunes in 1919 in the Canadian market shows the possibility of the other foreign markets which are already being developed by the association in England, Sweden, Japan, Australia and other widely-separated points of the globe. But that is another story.

Before advertising plans of any kind were prepared a thorough investigation was made of the American markets, both by the association and by the association's advertising agents. The success of the orange growers and raisin growers already had proved that fruits could be successfully advertised. It remained to find what were the selling points of prunes and apricots which would make the best appeal to the consumer and thus build up the new consumer demand which was needed.

The first obstacle to a larger demand which advertising was expected to get out of the way consisted of a lot of foolish notions a good many people held about prunes in general. Prunes had been ridiculed so long as "boarding house strawberries" that some people felt it was beneath their dignity to offer this fruit on the home table. Such ideas had to be dispelled before prunes would be acceptable as a part of the diet of the American family.

TEMPTATION IN A NAME

To batter down any such prejudice as this which existed against prunes the association adopted the brand name of Sunsweet under which it packed only the most carefully-selected prunes. Pedigreed prunes may sound a bit exaggerated, but that is just what Sunsweet prunes were intended to be. These prunes are of a standard quality, carefully cured, and it was upon a proper advertising of this brand name as a guarantee of a uniform, unvarying, high-quality prune that the association counted to overcome any apthy to prunes in general.

Another false notion which people have held for years is that the only way in which prunes were eatable was as stewed prunes. As a matter of fact, there were mighty few people who knew how to stew prunes properly, which fact gave the asso-

ciation another angle of attack to be used as the theme of an educational series of advertisements to appear during the Sunsweet campaign. Aside from stewed prunes, there are numberless delectable dishes which may be prepared from prunes, such as prune tarts, rolls, pies, cakes, salads and, better than all, prune bread. The latter will also come in for a special hearing before our first campaign is finished.

The first pages of Sunsweet advertising, appearing in the December issues of the most influential women's magazines in the United States, were designed solely to introduce prunes and apricots, with attention drawn to the fact that Sunsweet fruit was the highest quality which could be purchased and that this quality was always of one standard. The numerous replies which already have been received from this advertising seems to have more than justified our belief that housewives are ready to use more prunes and apricots not only in ways they had done for years, but in many new ways, providing they could buy standard quality fruit.

Step by step, Sunsweet advertising, during the first year's campaign, is trying to teach the consumer, first, how to prepare simple dishes of prunes and apricots, and then to educate cooks to the fancier desserts and more unusual ways in which prunes and apricots may be prepared for the table. Toward the end of this year's campaign copy will be run based on the theme that prunes are one of the most healthful fruits grown, both for young babies and adults.

SOMETHING ABOUT PRUNES

Throughout the campaign an effort will be made to educate people to a knowledge of how prunes and apricots are grown and packed. Most people, I suppose, know that prunes are a species of plum, but there are very few who know that the prune is never picked from the tree but is permitted to drop to the ground when ripe and is then placed on wooden trays and dried solely by the heat of the sun. Man has less to do in preparing prunes and apricots for food than any other food product I know of. Nature alone does most of the work in this industry and Sunsweet prunes and apricots truly live up to their catch line, "nature flavored prunes and apricots." Our national advertising is planned to do its part in teaching consumers these interesting facts about prunes and apricots.

Costs are always interesting to advertising men and in many firms the advertising appropriation is the cause of more dissension than almost any other expenditure on the budget. Five per cent of gross sales has, I believe been generally accepted as a fair estimate of the average advertising appropriation among the prominent food advertisers of the United States. The advertising schedule for the first national campaign of Sunsweet prunes and apricots calls for an expenditure of less than one-half of one per cent of the gross sales for this year. Expressed in another way, Sunsweet advertising will this year cost the fruit growers only about one tenth of a cent a pound for all the prunes and apricots sold by their cooperative association.

There are almost unlimited possibilities in the advertising of dried prunes and apricots. Prunes are already a common staple in thousands of American households—yet they never have been systematically advertised in national mediums. If millions of people are, today, without the aid of an advertising campaign, eating dried prunes because they have found them a wholesome and "tasty" fruit, it seems reasonable to believe that millions more can be educated to the same conclusion through well-planned advertising such as we hope Sunsweet advertising will prove to be.

While dried apricots are a comparatively new fruit so far as the vast majority of people are concerned, this fruit ranks high in health-giving and nutritive qualities Once people are educated, with the help of national advertising, to an acceptance of this fruit there is no reason why the present consumption cannot be multiplied eight or ten times.

The present, and initial Sunsweet campaign only serves as our bow to the public. The 1919-20 campaign was meant only incidentally to build a consumer demand for this year's crop—for there are orders in our hands now for millions of pounds more than the crop will yield. Our advertising this year is creating a demand for crops which will be grown five or ten years from now. If our present advertising establishes the brand name Sunsweet so that when that name appears again from year to year it will be easily recognized then our advertising will have achieved its purpose.

Imperial Press for World Peace

A great world conference in which the press of the British Empire and the United States would exert a beneficial and far-reaching influence for universal peace was the ideal set before the Imperial Press Conference by Lord Atholstane, proprietor of the Montreal *Star*, at a banquet given by him in Montreal on the evening of Aug. 3 to delegates to the 1920 conference from all corners of the British Empire and guests from the United States. Cyrus H. K. Curtis, of the Philadelphia *Public Ledger* and *Saturday Evening Post*, and John R. Rathom of the Providence *Journal*, responded to expressions of good will toward the United States with speeches setting forth the spiritual alliance between Britons and Americans.

Lord Atholstan presided, and with him at the head table were Viscount Burnham, proprietor of the London *Daily Telegraph*, Geoffrey E. Fairfax of Australia, Sir Charles Fitzpatrick, Lieutenant Governor of Quebec; Lord Apsley, Lord Shaughnessy, Hon. A. L. Taschereau, Premier of Quebec; Sir Lomer Gouin, Lord Richard Neville, Sir Robert Bruce, T. W. Leys, C. H. K. Curtis, Robert Donald, General Sir Arthur Currie, Sir Patrick McGrath, Fernand Rinfret, R. S. Ward Jackson, South Africa; Sir Henry Drayton and Sir Vincent Meredith, Bart.

Other guests were Melville E. Stone, general manager, and Frederick Roy Martin, acting general manager of The Associated Press; Ogden M. Reid, editor of the New York *Tribune;* and C. V. Van Anda, managing editor of the New York *Times*.

France Back to Normal Tariff

The new order on prohibited importations, introduced by a decree published in the *Journal Officiel* last week, virtually brings France back to its normal tariff. Twenty articles are still prohibited, but the new decree, unlike its predecessor of April 23 last, allows special permits.

The prohibited articles include fine pearls, cut flowers, precious stones, cut stones, except those for industrial use, embroidery, small clocks, watches and material for watches, regulation arms, rifles, cartridges, ancient arms for collections, gun carriages, empty war cartridges, projectiles and various unfermented juices from which wines or liquors might be distilled.

The customs duties are in the nature of a super tax, but bring up the percentage of protection to pre-war rates on goods which have greatly increased in value.

Use 697,290 Tons of Newsprint

American newspapers consumed 697,290 tons of paper during the first six months of 1920, or an average of 1,394,580 tons annually, according to a review of the paper situation just made public by the Federal Trade Commission.

Current prices for newsprint paper jumped from $3.50 to $10 per hundred pounds during the year from July, 1919, to June, 1920, the review shows. Contract prices were boosted from $3.50 to $4.75 for the same period.

Canada and Sweden are the largest contributors to the American market for newsprint, imports from those countries increasing considerably over those of last year. Exports of paper from the United States showed a marked decline over 1919, owing to the almost continuous shortage in this country. Argentina, China, Cuba and Brazil were the principal countries importing paper from the United States.

The domestic consumption of standard newsprint paper by the Metropolitan dailies, being between one-half and three-fourths of a million tons annually, increased 21 per cent over the consumption for 1918.

The New York Globe

Now on a Flat Rate

Same Rate Foreign and Local
Same Rate to All for
Like Service

■

Display **40c** *a Line*

10% Discount for Full Copy

Best buy in New York to reach those with money to buy goods

170,000 CIRCULATION

At 3 Cents the copy

■

Member A. B. C.

The New York Globe

JASON ROGERS, Publisher

Member A. B. C.

Control of Distribution and Human Relations

A Science Which Operates Upon Executives and Employes Alike Is Building Permanency In Marketing

By L. V. ESTES
President, L. V. Estes, Incorporated, Industrial Engineers

THE GOAL toward which we are striving when we take part in the tasks of the industrial world is the health, wealth and happiness of each and every individual. It is reasonable to assume that reaching it depends, among other things, on the equitable distribution of the things that everyone needs. To accomplish this, both production and distribution must be efficiently and justly carried on, if everyone is to have a chance of obtaining what he has a reasonable right to hope for.

The relations between the various classes who have a part in the work of industry will never approach a satisfactory state unless some measure, at least, of this result is attained. Business executives are certainly a vitally important element in attaining this efficiency which can never be really reached unless they accomplish their work in a more satisfactory and thorough manner than they usually do at present.

The function of the industrial engineer is to assist the business executive in his efforts to solve the problems which come before him for solution, bringing as he does, thorough training, wide experience, familiarity with both principles and methods, and the time to concentrate on the problems in hand. It is not the function of the industrial engineer to authorize policies for the company he is serving, but he should counsel in the formulation of those policies. Once these policies are decided upon—and policies must be chosen with great care if a company is to be successful—it is his duty to aid the management in providing the means for putting those policies into effect.

ORGANIZATION THE PRIME FACTOR

It has usually been found that the fundamental basis for the successful accomplishment of policies lies in the adequate organization of the business. An organization is like the framework of the body, the means by which the body is supported. If the business is not adequately organized, there is no good way for putting the policies that have been decided upon into effect, and the executive control of the business is weak or lacking altogether.

The control of the production side of the business has been the field in which down to the present the industrial engineer has done the best work. He has provided the means for balancing the capacity of the factory against the calls that are made upon it in the shape of sales. He has developed methods of purchase control, production control, the routing of work through the factory, the scheduling of it for certain definite dates, the shipping of the goods at predetermined times, and cost statistics. All this work has been a matter of applying certain definite principles to the various phases of manufacturing.

FIXING PRICE STANDARDS

The industrial engineer first analyzes the problem that is before him, and finds out just what he is going to have to work with. He eliminates the unnecessary elements and carefully measures the ones that he expects to use, perhaps developing some new ones. He arranges these elements in the sequence that will give the most satisfactory results, and then he standardizes them. By applying this procedure, in various ways, he has been able to bring the control of production within the grasp of the executive.

The complete and thorough control of production must be accomplished by the management, aided by the industrial engineer, before the question of adjusting wages, setting rates, and providing incentives is undertaken, for if this is not done, unsatisfactory results are the inevitable consequence. The adequate regulation of wages is one of the fundamentals of satisfactory relations in the industrial world.

The matter of wages and incentives is one that has caused an infinite amount of difficulty to most manufacturers because they have not understood the principles on which they are based. It must be recognized that, for any particular company, the maximum selling price for its product is fixed with greater or less rigidity by market conditions, unless the article is a monopoly. The maximum cost price is limited to about the same degree by the fact that the risk involved is discounted at a certain rate. Hence the minimum return on the investment over a period of years is more or less fixed. The amount of that return must be divided in such a way that it can be subtracted from the selling price of each and every article produced. This gives us our maximum cost price of the article. The base wage is one that is fixed for any community by the standard of living, the custom for that kind of work, and the competitive conditions of the moment. *Somewhere between the maximum cost price and the base wage must be found the money for paying incentives to the men as well as provide for materials and the burden cost of running the business.*

The gains from economies in production may be divided in several ways and among several groups. Larger dividends, an increased wage to labor, increased salaries to managers, a lower price to the public or wastes in distribution may absorb the savings effected in the production side of the business. All except the last confers a benefit upon society in general, and, if the partition is made with justice and fairness, it will aid materially in reaching the goal that we have in view. Unfortunately, much of the gain made in the field of production is lost through inadequate ways of distribution. This leaves little for providing incentives or increasing wages.

GOVERNING COSTS AND PRICES

Costs of distribution mount unreasonably simply because there are means for paying them, and not because their increase brings any commensurate return. Unprofitable lines of goods are forced on the business because they may be easier to sell than the more profitable lines. The

Distribution

THE vital part that industrial engineering plays in smoothing out the tangles in distribution and human relations is set forth in the accompanying article. The writer seeks to point the way to those manufacturers who are encountering obstacles due to changing physical and economical conditions.

To obtain distribution for manufactured wares is not enough, according to Mr. Estes. That distribution should be controlled—made permanent, so that the labor thus performed may not have to be done all over again.

Application of the principles of industrial engineering to distribution, through careful analysis of problems, the writer contends, will produce the most satisfactory results.

—THE EDITOR.

Collier's

THE NATIONAL WEEKLY

5¢ a copy



Chesterfield and Collier's

More space has been used for Chesterfield advertising in Collier's than in any other general publication.

Watch Collier's

burden of carrying these wastes is loaded onto the profitable lines which are made in this way to carry more than their fair share of the burden.

All this results in increased cost of the goods to the consumer and, as each time the goods are handled a certain percentage is added, the final cost to the consumer is out of all proportion to the gain made by the manufacturer. The men who make the goods form a large part of what we call the public—the people who buy and consume, in the final analysis, all that is produced by industry.

A gain is made in the producing side of the business and, as result some small money increase in wages is made to the workers. Because of the wastes in distribution, however, the workers find that the increase in money wages is accompanied by a decrease in the real wages that they are receiving; in other words, the money that they receive, will not buy as much as the wages they received at some time previous. A single example will illustrate the point very effectively.

A certain soldier had a position before the war where he received $18.00 per week. With a week's wages he could buy a suit of clothes. After the war he returned to his former situation and was paid $27.00 a week, a gain over his former wage in money value of 50 per cent, which surely looks like a substantial increase. He found, however, that he could no longer buy a suit of clothes of the kind that he had bought before with his week's wages. Actually he was a loser, not a gainer by the changed conditions, which, though they had increased his nominal wage 50 per cent, had actually decreased his real wage. It is perfectly natural that labor under these conditions should be dissatisfied with its present conditions, and not being acquainted with the real facts of the case, is clamoring for an increase in base pay.

What we need is the application of the same principles to distribution that the industrial engineer has already applied to the problems of production. They are nothing more or less than the careful and accurate analysis of the problems to find out of just what it is composed, the elimination of the unnecessary elements the careful measurement of the ones that are retained, the putting of them together in a way that will produce the most satisfactory results and the standardization of those results that the labor once performed may not have to be done all over again. This will form an adequate basis for the control of distribution such as is attained by some concerns along the lines of production.

What we want, and what we must have, if we are to attain in some degree to the goal that we have set before ourselves, is real control of distribution as well as of production. With real control of distribution, the things will be produced that are really needed, for they are the ones that should be and will be sold. With real control of distribution, the costs of distribution will be reduced so that a saving in the cost of production will not be dissipated in inefficient methods of distribution based on faulty principles. With real control of distribution, it will be possible to divide equitably the fruits of the efforts of all the members of the organization among the several groups that have had a part in producing them.

REAL CONTROL OF DISTRIBUTION

Labor, management, capital, and the public will all benefit, and since *labor makes up the largest single group of the public*, it will naturally benefit the most. Just as it is necessary for the business executive to take all the necessary steps to obtain and maintain control of production, so it is also his duty to obtain and then maintain control of distribution that our goal—health, wealth, and happiness for each and every individual, and mutually satisfactory relationships may be attained.

Specialty Manufacturers Complete Convention Plans

The seventeenth annual convention of the National Association of Advertising Specialty Manufacturers will be held at the Hotel Sherman, Chicago, September 27, 28, 29 and 30, inclusive. This association is constantly growing and increasing its scope of activities in line with the steady growth of the use of advertising specialties and the program will follow in line this year by having added interest and importance. Speakers of prominence in the advertising field and business world in general have been invited and acceptances in many cases are assured.

The regular exhibit of calendars and advertising specialties will be held in connection with the convention and indications point to a larger and more varied display than ever before.

Canadian Trade With U. S. Increased

In trade returns for the twelve months ending June 30, showing a favorable balance of over $66,000,000, Canada's imports from the United States increased $165,000,000. Exports increased $49,000,000. In trade with Great Britain, the Dominion's imports increased $102,000,000. Exports decreased $108,000,000. The total trade totals given are: Exports, $1,276,311,542; imports, $1,210,204,323.

Canadian imports show an increase from nearly all countries, notably those which are sugar-producing. Imports from Cuba increased from $4,000,000 to $28,000,000. Imports of furs, chocolate, sugar, cotton, hides, leather, iron and steel, paper, rubber, wood, meats and wool all show big increases. In exports the chief increases were in animals, wood, rubber, pulp, textiles, paper, skins, wheat and grains.

Talbot to Publish "Corn Belt Farmer"

Paul B. Talbot, formerly advertising manager, has purchased the *Corn Belt Farmer*, published in Des Moines, Ia., and becomes its publisher in succession to Harry B. Clark, who remained in the military service after the close of the war, and now holds a major's commission. Mr. Talbot became affiliated with the *Corn Belt Farmer* in 1913, a year after it was founded. During his seven years' connection with the paper he has served in the capacity of circulation manager, business manager and advertising manager at various periods, and since May, 1917, when Major Clark entered the service, has had full charge of all departments. It is announced that Major Clark retains a small financial interest in the paper.

Pearson With Associated Advertising

Earle Pearson, known in the advertising field through his connection for two years with the Advertising Club of New York as secretary, has just become eastern advertising manager of *Associated Advertising*. For the past year and a half he has been head of the department of promotion of the Centenary Conservation Committee of the Methodist Episcopal Church.

Iowa Publishers Buy Paper Plant

Negotiations whereby the Wardway Paper Company of Fort Madison, Ia., becomes the property of a syndicate of Iowa newspaper men were comeplted last week. Paul S. Junkin, publisher of the Fort Madison *Daily Democrat*, headed the syndicate which bought the mill from the Montgomery Ward Company of Chicago. The consideration was not made public.

Associated with Mr. Junkin in the purchase were a number of Iowa newspaper men who are interested with him in Iowa daily and weekly newspapers.

The new firm plans to install machinery for the manufacture of newsprint paper, which will be made in addition to the waxed paper which is now being made at the plant. It is also planned to change the name and to incorporate.

Music Publishers Sued

Irving Berlin, Leo Feist and other officers of seven music publishing corporations in New York were charged with violating the Sherman anti-trust law in an equity suit begun this week in the Federal District Court by the United States Government. The defendants, it was alleged, controlled 80 per cent of the available copyrighted songs used by manufacturers of phonographs, player piano rolls and other musical reproducing instruments and fixed prices at which the records on rolls were sold to the public.

Herndon-Johnson Company Places Accounts

The Herndon-Johnson Company, advertising company of Forth Worth, Tex., will shortly place copy with daily newspapers and farm papers in Texas and Oklahoma for the southwestern division of the Alexander Lumber Company, manufacturers of ready-cut and sectional unit houses. This agency is at present placing advertising for the Texas Motor Car Company with 102 southwestern papers.

The Candy Business and the Sugar Shortage

Commenting upon a statement contained in a news report on the candy business, published in the July 17 issue of Advertising & Selling, to the effect that most of the excess consumption of sugar in the United States "is in the form of candy and soft drinks," Paul J. Mandabach, editorial director of *Confectionary Merchandising*, writes:

"We proudly admit that the United States is the largest consumer of sugar in the world, but we do most emphatically contradict your statement that most of this excess consumption is in the form of candy and sweet drinks. This is conclusively proven by the fact that at the present time the consumption is found as follows: Candy, 10 percent; other industries, 20 per cent; and household use, 70 per cent.

"Candy before the war used only 8 per cent of the total sugar consumed in this country; while actual statistics for the early part of 1920 are not yet available, it is doubtful that the industry has used more than 10 per cent of the total sugar supply. The bulk of this sugar used in the manufacturing of candy served as a vehicle of the marketing of more than its weight in other food stuffs. Grouping for the sake of our argument both confectionery and other industries (which takes in the jelly people, etc.), the total of this combined is but 30 per cent, while the household use is 70 per cent. Surely in the face of these figures the confectionery soft drink industries are not using 'most of the sugar as excess consumption.'

"As to the coming of prohibition we, in the confectionery business, know that it has not radically increased the sale of candy. It has to a certain extent increased the sale of soft drinks. Even in states where prohibition has been in effect for years there has been, as far as we can learn, no phenomenal increase in the sale of candy. If we are to believe the statement of the men in charge of the enforcement of the Volstead act, who publicly declare that the United States, generally speaking, is wetter now than it was before the Eighteenth Amendment—that in every large city the cafes and saloons are dispensing more liquor and beer than ever before—then we must come to the conclusion that more money is being spent for liquor now than in the old, wide-open days. The impression that the candy trade is inheriting the large sum formerly spent for liquor is erroneous. The money that was formerly spent for alcoholic drinks is either being spent for alcoholic drinks now or is being devoted to various purposes, payment for homes, schools, clothing, furniture, savings, etc. Candy has had no more than its share if as much.

"Another important item is the great amount of confectionery that is being exported from the United States. Candy is becoming more and more popular abroad, as shown in figures published by the statistical department of the Bureau of Foreign Commerce in Washington. The exports of confectionery from the United States in 1919 amount to $12,305,082, which is ten times the amount, $1,225,928 for 1918.

"As to the retail sale price of confectionery, candy is one item that has advanced less than the majority of other items sold at retail to-day. Hundreds and hundreds of products have soared 200 per cent, 300 per cent, 400 per cent and some 1,000 per cent, and many ingredients that go into the manufacture of candy have advanced to such proportions. We are unable to find any evidence of confectionery products being advanced more than 100 per cent. The great bulk of confectionery sold has advanced but 50 per cent."

Bankers Give Convention Plans

E. T. Meredith Secretary of Agriculture, and David F. Houston, Secretary of the Treasury, will be the principal speakers at the annual convention of the American Bankers' Association, which is to be held in Washington, D. C., October 18 to 22. Other speakers include George Woodruff, president First National Bank, Joliet, Ill.; Fred I. Kent, vice president Bankers' Trust Company, New York; Fred Ellsworth, retiring president of the Financial Advertisers' Association and vice president of the Hibernia Bank & Trust Company, New Orleans, and Joseph H. Durfee, president, United States Chamber of Commerce.

New Dallas Agency

The Ely Advertising Agency has been established at 1303 Elm street, Dallas, Texas.



Have You Ever Missed Them?

Almost any bird in any flock can be overlooked

• •

How about your advertisements?

—A. J. K.

Experiences In Sales Cooperation

How the Kidd-Bossinger Hardware Co., of Little Rock, Ark., Obtained Distribution In the Face of Difficulties

By C. E. McDANIEL AND A. S. LEE

IN too many cases there is not the proper co-operation between the sales and advertising departments The sales manager, and especially the salesmen, do not understand the purpose and value of the advertising campaign and, too often, are inclined to think that with the increasing importance of the advertising, the importance of the salesman decreases But this is not at all the case.

The average newspaper and magazine advertising campaign is purely educational in character—being more for the purpose of arousing interest in the article or line to be sold. But such advertising must be followed up by aggressive personal selling efforts if the advertiser would reap the maximum benefits from his advertising campaign. Even the use of an elaborate follow-up of personal letters after a prospect has become interested cannot take the place of personal selling talk. No follow-up system has ever been worked out yet that will turn so high a percentage of inquiries into orders as will personal salesmanship.

So any impression that advertising will eliminate the necessity for personal salesmanship is erroneous. The sales and the advertising departments should be the two most intimately associated of any in the business. They are departments between which harmony and co-operation are most essential. They should work together, without any conflict, for a common end—just simply a smoothly running piece of sales machinery in which each cog and wheel has its specific place and duty to perform.

HOW ONE FIRM OPERATED

The Kidd-Bossinger Hardware Company, a new wholesale hardware concern of Little Rock, Arkansas, furnishes a good example of departmental co-operation. Starting in business early last year, when stocks were lower than has ever been known in the history of this country, they managed in some manner to secure a stock of hardware. Then came the question of distribution. Ten traveling men were put into the field covering the State of Arkansas and adjoining territories. The territory is so divided as to provide a personal service to each dealer at least twice a month, but they have done more than this. In the first place, every member of the firm is a strong believer in advertising and nationally advertised products play the leading role in the selling policy of the concern. A complete advertising department is maintained to co-operate with manufacturers in giving publicity to the various products. And when one of the salesmen came into the office with the suggestion that a catalog be got out to supplement the service of the salesmen, careful consideration was given the idea with the result that the advertising department was instructed to get one out and to make it the best and most up-to-date catalog possible.

Capitalizing on the idea that a "Blue Book" represents the leaders in all lines, and that one always expects to find the most representative articles listed within its pages, the firm, upon the completion of the catalog, bound it in covers of blue and called it "The Blue Book of Hardware."

In the short space of eight months, they have put into the hands of over five thousand hardware dealers a complete and attractively bound 474-page catalog covering every phase of the hardware business. The book is thoroughly modern in every respect and is printed on creamy white "Bible" paper in legible black ink with clean-cut illustrations. It is not a re-hash of old ideas, but is a live, up-to-date presentation of 1920 hardware. It is divided into ten comprehensive departments covering thoroughly every article of hardware sold in the South. Each article is plainly and clearly illustrated, accompanied by a detailed description which will prevent even the slightest error in ordering by mail.

A special wholesale mail order department has been established to handle the orders coming in from the catalog, and to keep the name of Kidd-Bossinger and their guaranteed "Kay-Bee" service constantly before the eyes of the retail hardware dealers. This is one of the busiest departments now and the purchasing department is kept busy supplying sufficient merchandise to meet the demand.

To further prove that the brand of cooperation and service furnished by the firm is appreciated by the retail dealers and that it pays, it is only necessary to mention the fact that two additional warehouses, providing thousands of square feet of floor space, have been added to the original floor space and the company now has purchased ground on which to erect another modern building.

Keeping Up With The Times

A FACT A WEEK

The TIMES is the only Washington daily newspaper that sells for 3 cents.

Its readers proved their willingness to pay a little more for something a great deal better.

The Washington Times

WASHINGTON, D. C.

Plow Account for McJunkin Agency

The account of the J. I. Case Plow Works Company, of Racine, Wis., has been placed through C. C. Younggreen, advertising director, with the McJunkin Advertising Company of Chicago. Space will be used for advertising the company's farm implements and the Wallis Tractor.

Posner Becomes Account Executive

Lewis B. Posner, formerly of the Sales Promotion department of Doremus & Co., advertising agency, is now an account executive with the New York office of that company.

No Salesman, No Jobbers—Only Color

Color Page in a Mail Order Catalog Brings Ten Times As Many Sales As a Precisely Similar Page in Black and White

A great mail order house decided to test the comparative pulling power of black and white and of color. In their catalog they devoted two pages to advertising skirts. One page in black and white—the other in *color*.

The prices were practically the same. The goods were equally desirable. The pages had equally good positions. The returns came in—

The page in color sold ten times as many skirts as the black and white page.

"Proof enough," you say. Psychologists proved irrefutably long ago that color is the natural medium of human impression. That the sea, the sky, the countryside, the little things of daily life and living, all are associated in the human mind with their colors.

"It is a fact that color through habit and by an association of ideas creates instinctive reflexes to action in all living creatures including man.

"For, is not a bull infuriated by red? Doesn't the trout jump for a brilliant fly? Even the tiny single-celled plant and animal forms swarming in stagnant pools react to the stimulus of color?

"The locomotive engineer halts his train instinctively at the sight of red. An invalid becomes cheerful in the golden sunlight. A glance at bright colored fruit stimulates the most jaded appetite. Tired eyes are rested by gazing out across green fields. The blue sky stills and impresses one with the dignity of nature."

Proof enough, yes. *But wait.*

The same great mail order house applied their highly profitable experience with the use of color to their newspaper advertising. They contracted for space in a great publication offering full sized newspaper pages in four colors and which has the largest circulation of any publication——newspaper or magazine—in America.

They used, on May 9, 1920, one great color page in THE AMERICAN WEEKLY to advertise a phonograph. So overwhelming was the direct response from the more than 2,500,000 readers of the AMERICAN WEEKLY that they wired a contract for five more great color pages one week after the first page appeared.

Of course, factors other than color helped promote this phenomenal success. Tremendous circulation was the greatest factor and it was greatly influenced by the fact that THE AMERICAN WEEKLY is a splendid feature of seven great progressive Sunday newspapers—the NEW YORK AMERICAN, the CHICAGO HERALD - EXAMINER, the BOSTON ADVERTISER, WASHINGTON TIMES, LOS ANGELES EXAMINER, SAN FRANCISCO EXAMINER, and the ATLANTA - GEORGIAN - AMERICAN.

And furthermore, while national in scope, the circulation of the AMERICAN WEEKLY—the combined circulation of these great Sunday newspapers—is concentrated in the seven great trading centers of the United States.

Again, THE AMERICAN WEEKLY enjoys a unique position among publications:

For the splendid magazine features of THE AMERICAN WEEKLY give it a far longer life and pulling power than the usual newspaper, while, circulated with fresh local news as a part of seven great progressive newspapers, it retains all of the tremendous reader interest a great newspaper circulation implies.

Color in itself is the answer to the *remarkable* success of advertisers who use it.

Color, plus the greatest circulation in America, plus local reader interest concentrated in seven wealthy trading centers, plus a progressive clientele, is the answer to the *phenomenal* success attained by advertisers who use great color pages in THE AMERICAN WEEKLY.

A full size newspaper page in four colors in the American Weekly cannot be overlooked.



A great Color Page in the AMERICAN WEEKLY stands out from the ordinary run of advertisements like a pelican in a flock of sparrows. Turn back to page 15 Note the only difference. Any bird in any flock can be overlooked without COLOR to command attention.

Two and a half million families read the American Weekly every Sunday. "If you want to see the color of their money—Use Color."

—A. J. K.

The American Weekly

A. J. KOBLER, Manager
1834 BROADWAY NEW YORK

W. J. Griswold, Western Representative
HEARST BUILDING CHICAGO, ILL.

Good. Better. Best.
Never let it rest;
Till the Good is Better
And the Better Best.

Copyrighted



Martin Ullman
Managing Artist

Clyde A. Criswell
Sales Manager

Edward V. Johnson
Art Director

GOTHAM STUDIOS INC., 111 East 24th Street New York

Designing and Illustrating the Catalog

The Individuals Who Are to Accomplish the Mechanical Effects of Your "Sample Book" Should Understand Each Other's Aims

By JOHN McCARTAN

OF ALL forms of advertising the catalog probably comes closest to being a sale-maker. Other advertising may create interest in an article but when the prospect is about ready to buy he wants to see samples or a catalog. The catalog is fundamentally a sample book and fills the same place in the scheme of selling as does the salesman's sample case.

The catalog has another quality, too. It can be made to take the place of the salesman, at least to some extent. While displaying the wares, it can also be giving a little sales talk. In this light, then, the catalog should be judged.

Suppose your competitor and yourself were trying to sell the same prospect, and the prospect said "Let's see your samples." What would you do? I think you would try to show your samples to best advantage. Then if you are showing samples by way of the printed page they also should be shown to best advantage. How the artist and engraver can help you to show your samples to the best advantage is a question that should be seriously considered. The big mistake advertisers make in this respect, it seems to me, is that they do not take the artist and engraver into their confidence. They ought to be consulted, if possible, before the photographs are taken. They ought to be taken into conference at least before art work and halftones are ordered.

KEEP THE "JOB" IN HARMONY

A catalog should be designed as a whole from the front cover to the back. The cover stock should be chosen with the thought of who is going to get the catalog and how. If it is going to be carried around by oil well drillers or automobile fixers the cover paper should be a kind that will not easily soil. If the catalog is going into the home and is to carry a feeling of refinement the cover paper should be selected accordingly. The inside stock also ought to be considered in the same light. If fine screen or vignetted halftones are to be used, the paper must be enameled and of good quality. If the illustrations are in "line" perhaps another paper will make the best appeal. Dull coated paper is very rich-looking but soils easily and practically every kind of paper has advantages and disadvantages which should be considered.

HERE'S another "selling" article by John McCartan, of the Northern Engraving Company, the third in the series by that interesting and highly practical contributor to ADVERTISING & SELLING.

Every advertiser realizes that his catalog is a big sales factor, but few advertisers, and advertising managers, too, understand enough about actually building catalogs to go ahead "on their own," and get one out without first taking counsel with those whose special business it is to be expert in such matters as typography, paper quality, illustrating and engraving.
—THE EDITOR.

The cover should bear the same relation to a catalog that a door does to a house. If it is a beautifully-designed home with beautiful furnishings then the door should be in harmony. But who would put a beautifully-designed door on a factory? In other words, don't use a fancy cover if you do not carry the same style all through the book or the prospect is going to be disappointed as soon as he opens the catalog.

The artist and engraver should know a number of things about the catalog before even beginning to prepare the photographs. They should know what kind and quality of paper is to be used. You may ask, "What difference does that make to the artist?" It makes this difference. He can so retouch a photograph that it will be hard to print on certain kinds of paper. He may make his "vignettes" different if he knows the paper and conditions under which the catalog will be printed. He may even broaden his high lights or intensify his blacks to meet certain requirements. The engraver of course should know if the paper to be used is to be smooth enameled or dull coated, if it is to be machine finished or bond.

The artist should know the page layout to determine how to secure the best page composition. He should know the size of the halftones so that he may work for effect with the required reduction. If the halftone is made the same size as the photograph then the artist must be more careful that the brush marks do not show. If the reduction is sufficient, small defects will be eliminated by the camera. In the latter case the artist can work broader and more freely and secure better effects.

The more the customer knows about art work and photo-engraving and the more the artist and engraver know about the customer's business, the better the results will be.

THE ART OF RETOUCHING

"Retouching" (another word gone wrong) as used in art departments means working over a photograph of the article to be reproduced by a specialist in that particular kind of work. Retouching is an art in itself and requires a peculiar skill and years of training. And, incidentally, retouchers draw salaries that would make some advertising men envious. Their time is valuable and should be bought intelligently. The good retoucher must understand mechanics, must be a draftsman, must read blue prints, must understand the reproductive values of colors and must be an artist capable of showing every detail of the subject in its proper relation so that the whole will make a pleasing picture.

A photograph is used to work over for two reasons:

To eliminate the necessity of drawing the article and because the smooth, hard, photographic paper is the most satisfactory for this kind of work. The retoucher mixes his color with infinitely more care than any other class of commercial artists. The reason for this is that they must be more careful of the reproductive quality. You would expect a cylinder to look round, wouldn't you? Well, a retoucher could retouch a cylinder so that it would look round on the photograph but would be a different shape in the halftone. If the color used has a blue tendency it will reproduce lighter and if it tends towards yellow or red it is apt to "come up" darker.

So the retoucher must know exactly how each little variation of color will effect the reproduction. He mixes a variety of shades ranging from white to a shiny black — the darkest color he can buy. The grey resulting from mixing white and black is the poorest kind of color

to reproduce, so each shade he mixes must have just the proper amount of some other color—yellow, green, red, or something else to hold the value. His scheme is to mix the greys so that they will look exactly the same to the camera as they do the eye. Then after he has his colors mixed properly he has to be careful in applying them. Their values can be changed in the application.

The retoucher is about the only artist who uses a mechanical appliance for putting on the color. The air brush sprays color on the photograph smoother than it can be put on with a brush.

HOW TO SAVE MONEY

The best way to save money on retouching is to spend money on the photograph. If the artist is given the proper kind of photograph he can very often accomplish better results in one-half the time it would take him to retouch a poor photograph. Photographs should be made by a photographer who understands something of the retoucher's problems. The subject should be properly placed and properly lighted. If a machine, it should be moved into a position where a good photograph can be made. It very often pays to paint a machine light grey. When you consider that artists' time is selling for $3.00 per hour and up, any extra work on the photograph which saves four or five hours of artists' time is a good investment.

Some subjects like glassware or nickel ware can be treated by the photographer in a way to remove the polish or mirror qualities. Every good commercial photographer is full of stunts or tricks that help. If photography ever becomes perfect, retouching will be a lost art. Therefore the more perfect a photograph is made, the less retouching is required. If the photograph is exceptionally good, the artist can make it beautiful by merely intensifying the shadows and adding a few highlights. A good photograph with a little retouching usually makes a better halftone than a poor photograph entirely retouched.

Another way to save money is to make the retoucher understand exactly what you want. If you have personal whims show him samples of what you like. If for some reason a particular style is required, explain it to him, as there are styles in retouching the same as in anything else. After a photograph is retouched it is difficult and expensive to change.

The way, then, to produce an efficient catalog is to start at the beginning with a well-defined program. Take the engraver, artist and printer into conference and work together.

A catalog—especially if it goes to men—should be sensible. It can be neat, good to look at, artistic and still be sensible. Each page should be designed as a whole. Often you will find three separate units on a catalog page—the illustration, the type and the border—all seeming to compete with each other. This is wrong and this is where the artist and engraver can help. Their knowledge has been bought with years of experience and it is yours for the asking. Why not ask for it?

"RETOUCHING" PHOTOGRAPHS

A great many advertisers will send to the artist a bunch of photographs to be retouched. Instructions are usually very indefinite. Often the only instructions given are regarding the price, like this, "Don't let it cost more than $25.00 apiece," or the opposite, "Make a first-class job regardless of price." In both cases they are allowing the retoucher, who 999 times out of a thousand knows nothing about advertising, to determine the kind of illustration to be used in the catalog. They are allowing a layman, insofar as a knowledge of selling is concerned, to decide how their samples should look when they are laid out before the prospective buyer.

But even if the retoucher were an advertising man he must know your particular selling appeal before he could intelligently retouch a photograph. For instance, if you were selling a lathe to a machinist, the photograph you set before him should be retouched to show every working part in detail, but if you are selling an automobile to a woman you should make it look as pretty as possible. Sometimes a photograph should be thoroly retouched and again an unretouched photograph will make the strongest advertising appeal. Usually in the catalog, the picture that shows all lines nicely shaped, the proper tone values, a distinction between the different materials and all the details sharp and clear, is the best. In general advertising the naturalness of the unretouched photograph with the proper environments often makes the strongest kind of an illustration. If the artist or art director understood a little more about your business nine times out of ten he would give you better art work.

Credit Men Adopt Advertising Canon

The Committee on Commercial Ethics of the National Association of Credit Men has forwarded to the National Association of Advertising Agencies a copy of a resolution incorporated as the twelfth "Canon of Commercial Ethics" at the Credit Men's Atlantic City Convention in June. It reads as follows:

"The healthy expansion of commerce and credits, with due regard to the preservation of their stability and healthfulness, demands an exact honesty in all of the methods and practices upon which they are founded. Advertising is an important feature in business building; it should represent and never mis-represent; it should win reliance and never cover deceit; it should be the true expression of the commodity or the service offered. It must be deemed, therefore, highly improper and unethical for advertisements to be so phrased or expressed as not to present real facts, and either directly or by implication to mislead or deceive. In this department the finest sense of honesty and fairness must be preserved, and the right relations of men with one another in commerce and credits clearly preserved."

American Locomotive Company Has $44,000,000 In Unfilled Orders

With a gross business of $21,760,670 for the six months' period ended June 30 last, the American Locomotive Company returned a surplus after preferred dividends of $1,902,199, equal to $7.61 a share on the $25,000,000 common stock outstanding, compared with $6.81 a share earned the preceding six months.

The increase in gross earnings amounted to $1,139,595, but there was an increase of $1,101,580 in manufacturing expenses, including depreciation, so that the gain in manufacturing profit, totaling $3,135,911, was only $38,015. Further deductions included $49,265 for interest charges and $309,447 for United States and Canadian income and express profits taxes. This left the net profit before preferred dividends at $2,777,199, an increase of $200,028, due to a falling off in tax requirements of $151,952.

Unfilled orders for new locomotives on June 30 totaled $44,073,632, including $38,347,711 for domestic business and $5,725,921 for foreign business, which is mostly for Cuba, South America and Far East countries.

The tonnage production of the plants of the American Locomotive Company average for the first half of the year, according to Mr. Fletcher, only 35 per cent of their rated capacity, ranging from 23 per cent in January to 58 per cent in June.

Dardig to Direct Hyatt Advertising

H. A. Brown, Jr., manager of the motor bearing division of the Hyatt Roller Bearing Company, announces the appointment of Joseph L. Hardig as advertising manager of this division. Mr. Hardig has been for the last fifteen months assistant advertising manager of the motor equipment division of the General Motors Corporation and was for several years advertising manager of the Remy Electric Company. With the Hyatt Company, Mr. Hardig will direct all the advertising activities of the motor bearing divison which covers the motor car and truck fields.

Kelley Gets Baltic Account

The Baltic Steamship Corporation of America has placed its advertising in the hands of the Martin V. Kelley Company. This account will be handled through the New York office.

To a Certain Advertising Man

You sit up there in your office giving wise counsel.

Under your direction there speed forth, up and down the land, those magic messages that make a million buy.

Because you are there, giving the best that is in you to that inexorable God that men call Service, out in Indiana a woman walks into a store and asks for a product that your works have burned into her buying consciousness. With a pencil and a yellow pad you start belts whirling and engines drumming in factories East and West. Because of you, men and women are rearing better Americans in better American homes. You are blazing the trails of civilization.

Because you are not bound by any chains of convention; because you are not afraid to come down from your office and walk among the crowds on the street; because anything that goes straight to the heart of America is of the keenest interest to you; consider an advertising force that today demands the attention of the leaders of your profession.

This force is the vital attraction that the moving picture screen exercises over the best part of our people. Can you think off-hand of any national institution that rivals the moving picture as far as human interest is concerned?

Now you may put this force to work today to help spread the thoughtful message of your products. At your disposal is a magazine that gathers up in its pages this far-flung interest in all that has to do with the world of the screen.

Its name? Photoplay, the leading Moving Picture Magazine.

Let the name stick in your mind, it's imitated

PHOTOPLAY

The Magazine of the Fifth Estate

JAMES R. QUIRK, PUBLISHER

W. M. HART
ADVERTISING MANAGER

350 NORTH CLARK ST., CHICAGO NEW YORK OFFICE, 25 WEST 45TH ST.

Advertising Record Company Furnished Them

Through an oversight in proof-reading, credit to the Advertising Record Company, of 179 West Washington street, Chicago, was omitted from the tabulation of advertising by commodities in the agricultural publications directory in the July 31 issue of ADVERTISING & SELLING. The figures in this table were furnished by the Advertising Record Company as printed.

James Agency Installs Audit System

The James Advertising Agency of New York has announced that hereafter it will deliver its clients "audited advertising service." Price, Waterhouse & Co., public accountants, New York have been retained to audit all the agency's accounts with its clients quarterly. This is intended to put financial arrangements between agent and client on a thoroughly business-like basis and to obviate any question as to costs and commissions.

Hoyt's Service Enlarges School Plans

Hoyt's Service, Inc., has enlarged the plans for the yearly school which it began last summer for the training of young college men in advertising. After intensive inside work the men, this year, have been sent out on the road selling merchandise as part of their experience.

The following have been added to the staff of Hoyt's Service since June 1: W. K. Dingledine, R. F. Sheddon, S. R. M. Hoye, R. H. Lefeld, Henry Wanger, L. C. Higgins, J. W. Welch, E. H. Bean, W. G. Pollock, W. H. Ensign and A. L. Brayden. These men are graduates of large universities in the East.

Expand Merchandising Department

The advertising department of Brooke, Smith & French, Inc., of Detroit, announces that it has eliminated its special buying department, and, as a result, will give increased attention to that department in the future. Walker J. Munro, who has had much experience in diversified fields of merchandising and trade investigation, is in charge of the new department.

New McCutcheon Gerson Accounts

Contracts are being placed by the McCutcheon Gerson of Chicago for the Eames-Luckett Corporation for the bound volume of the *Stars and Strifes* in Montana weekly lists, and in Army and Navy publications.

The advertising of the Bassick Manufacturing Company of Chicago, manufacturers of Alemite, a lubricant for automobiles, is now being handled by the McCutcheon-Gerson Company. A campaign on the product of this company in motor papers and a newspaper campaign by the zone system is now being planned.

Balsam Leaves La Salle

Louis Balsam, formerly with the La Salle Extension University, Chicago, as service manager, and noted for his interest in the "Better Letters'" movement and his various addresses throughout the country on sales and advertising letters and methods, is now a member of the staff of the Lewis Manufacturing Company, with offices at Boston and Walpole. His position is that of correspondence counselor and he will deal chiefly with sales and advertising letters, and matters of general correspondence counsel.

Coal Production Reduced

Production of coal in the United States, which has continued on the upward trend since mid-April, was halted by the strike in southern Illinois during the week of July 24, according to the last weekly report of the United States Geological Survey. In the week ended July 24 the output of soft coal was estimated at 10,601,000 net tons, a decrease of 329,000 tons compared with the preceding week. The decrease began on Friday and Saturday of the week of July 24 and indications are that in the last week of the month it fell from 15 to 17 per cent.

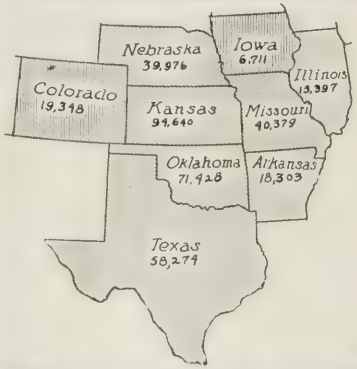
It is estimated that the production for the week ended July 31, judged by the work in the mines during all of that week did not yield a total production of more than 9,000,000 tons, which is more than a million tons less than the best average, and is about 539,000 tons less than the coal mined in the week of July 10.

Production during the first 175 working days of 1920 has been 293,550,000 net tons, which is 17,000,000 tons behind that produced in the same period in 1917 and 37,000,000 tons behind 1918, but is 45,300,000 tons ahead of 1919.

For the week ended July 24, 1,767,000 tons of anthracite coal were mined, as compared with 1,700,000 for the previous week, and 1,500,000 in the week of July 10. While the production of hard coal is on the increase the weekly production for the week ended July 24 is less than that produced in the same week of 1919 when it was 1,803,000 tons.

These Nine States Produced Over One-Third

or 36.64% of the total value of all crops and live stock in the United States in 1919



CAPPER'S WEEKLY is the great human interest news digest of the Mid-West reaching over 425,000 rural and small-town people. Eighty-five per cent of the subscribers live in these nine states—the most prosperous agricultural section of the United States. The intense interest of these reliable, substantial folks, as attested by the thousands of voluntary letters that come in praising its contents, in this Big Western Home Paper coupled with its concentrated circulation spells RESULTS in large letters for the advertiser.

425,955 SUBSCRIBERS ON JULY 3, 1920, of which 361,456 ARE CONCENTRATED IN THE ABOVE STATES
ADVERTISING RATE—$1 a line to September 1st, then $1.50.
Discounts: 20% on page copy; 15% on half-pages; 10% on quarter pages.

CAPPER'S WEEKLY

THE GREAT WEEKLY OF THE GREAT WEST
Member A. B. C.

Home Office, Topeka, Kansas
ARTHUR CAPPER, Publisher MARCO MORROW, Assistant Publisher
CHAS. R. KETCHUM, Advertising Manager

BRANCH OFFICES:

CHICAGO, 109 N. Dearborn St.—J. C. Feeley, Manager
DETROIT, Ford Bldg.—Ray H. Haun, Manager
NEW YORK, 501 Fifth Ave.—Joseph Kunzmann, Manager
PHILADELPHIA, 1121 Liberty Bldg.—J. S. Boyd, Asst. Manager
ST. LOUIS, Chemical Bldg.—C. H. Eldredge, Manager
KANSAS CITY, Graphic Arts Bldg.—R. W. Mitchell, Manager
OMAHA, The Iron Bldg.—W. M. Temple, Manager
OKLAHOMA CITY, 631 Continental Bldg.—M. L. Crowther, Manager
ATLANTA, Candler Bldg.—Geo. M. Kohn, Manager

Building Operations Decline

"The United States, like every other former belligerent, is far behind in its building operations," says a bulletin issued by the Guaranty Trust Company of New York. "Although the supply of basic raw materials in this country is sufficient to support the most ambitious building programme here, the high cost of both labor and materials and the inadequacy of transportation facilities prevent the use of a large part of these materials. This condition is the most serious factor in retarding the work of meeting the acute demand for homes and industrial structures throughout the country."

Tables in the bulletin show that since 1916 building has fallen away from normal to such an extent that the accumulated shortage in a list of about 150 cities now amounts to one and one-third a normal year's building.

Other estimates of the housing shortage in terms of the number of houses have been made. The United States Forest Service estimates that the country lacks 450,000 houses. Other estimates range as high as 800,000 and even 1,000,000 houses. The wide variation in size and cost of houses makes it difficult to define any standard house as a unit of measurement. The value of the permit affords a more satisfactory measurement of the building shortage.

In a normal year the permits for the month of May ordinarily are about double those for January. The last table shows that in all, save the Pacific and New England districts, there was a smaller volume of permits in May of this year than in January, and in the two districts where there was not a decline the increase was relatively small.

The Trust Company's expert find the "transportation tangle" a primary source of the decline.



"We wish that you could see with us the fertile fields of growing crops which stretch away to the horizon on every side—here in the great Mid-west. It promises to be a harvest of plenty and a year of prosperity for the farmers."

BRANCH OFFICES
CHICAGO
109 N Dearborn St
NEW YORK
501 Fifth Ave
DETROIT
Ford Building
KANSAS CITY
Graphic Arts Bldg
ST LOUIS
Chemical Bldg
OMAHA
Tyler Block
OKLAHOMA CITY
Farmers Nat'l Bank

The
CAPPER FARM PRESS
(Members A.B.C.)
Topeka, Kansas
Arthur Capper, Publisher
Marco Morrow, Asst. Pub.

The Capper Farm Press goes into more than one of every three farm homes in the 16 Capper States - the ⅓ of the United States which produces ⅔ of its agricultural wealth.

Diepenbrock With Outdoor Advertising Company

Joseph Diepenbrock has become associated with the Caswell Company, of Sacramento, an outdoor advertising company. He was recently publicity agent for the Hippodrome Theatre, of that city, and is succeeded in that position by Harvey Wells.

Three-Word Slogan for Cox

Preliminary announcements of the advertising campaign designed to "sell" Jas. M. Cox and Franklin D. Roosevelt to the country say the Democrats are to feature a three-word slogan to strike the keynote of the Democratis argument. In opening the national committee offices in New York, George White, Democratic national chairman, said:

"I note that the Republicans are going to have a twelve-word slogan. Well, we have already decided on a three-word slogan. If you want my opinion of the Republican slogan, it's just nine words too long."

Technical Ad Service Has New Accounts

New accounts placed with the Technical Ad Service of New York include those of the Cowan Truck Company, Holyoke, Mass., industrial and electric trucks; C. L. Comstock Company, New York, engineers and analysts; the Chapman Valve Manufacturing Company of Indian Orchard, Mass., and the N. M. Kellogg Company, New York, manufacturers of high pressure drills, vibrators, etc.

Hockley Vice President Bartlett-Hayward

Announcement was recently made in Baltimore of the election of Chester F. Hockley, former vice-president and general manager of the American Hammered Piston Ring Company, to the office of vice president of the Bartlett-Hayward Company.

Control of the American Hammered Piston Ring Company was taken over by the Bartlett-Hayward about a year ago, and the business moved from Newark to Baltimore.

The new vice-president has had a wide and valuable experience in the industrial field. He was an operating official of the Bethlehem Steel Corporation for nine years and has been associated with the Pittsburg offices of the Westinghouse Corporation.

It is understood that, as an executive of the Bartlett-Hayward Company, Mr. Hockley will continue to give attention to the subsidiary piston ring company.

Doig Joins Strang & Prosser

Frank C. Doig, formerly director of publicity for the Seattle Chamber of Commerce, has joined the staff of the Strang & Prosser advertising agency of Seattle. Mr. Doig was at one time in the editorial department of the Seattle *Times* and was manager of the Portland and Seattle bureaus of the International News Service.



© 1929 B&B

Remembrance Advertising

Trade Mark



"The House of Quality"

"Thanks, Wilson! Always had a hunch you were a regular fellow"

The genial spirit of friendliness is an intensely vital force in business, winning patronage, disarming complaint, casting the deciding vote in cases of competition.

To build thoughtfully this priceless asset of Good Will is the warm hearted task of Remembrance Advertising. It stoutly believes that most men would like to be friendly if they only knew how. It shows them how by furnishing a means of expressing sincere appreciation of the patronage that has made success possible.

Brown & Bigelow have devoted twenty-four successful years to the service of developing business friendliness. In a model institution they employ a thousand skilled workers in the task of producing gift articles of character and quality—the useful Mission Leather Handipad here shown—distinctive Art Calendars of rare harmony and beauty—cordial Holiday Business Greetings—clever utilities made of Metal, Cloth, and Celluloid. Through one hundred and fifty capable representatives they bring to a host of grateful clients a welcome means of making business more profitable by making it more human and enjoyable.

Brown & Bigelow — Quality Park — Saint Paul — Minnesota

SAULT STE. MARIE, ONTARIO

The Effectiveness of Color Displays

Various Colors Are Closely Associated With the Variety of Human Ideas and Impressions and This Phase of Advertising Should Be Studied

By M. LUCKIESH

ALL studies of the psychology of color as pertaining to advertising have for one of their chief aims the revelation of the secrets of attention-value. Of course, all powers and characteristics of colors play a part in attracting and maintaining attention. Some of these already have been discussed. The physical characteristics of colors are perhaps the prime factors in attracting the attention initially, and the physiological and particularly the psychological effects, play a dominant part in holding the attention. Initial attention-value will be discussed first.

Without contrast, everything, even life itself, would be monotonous. Contrast is the life of every activity and influence. It is the great factor in advertising whether it be verbal or visual contrast. Color contrast is a complication of brightness and hue contrasts.

In analyzing a layout or a combination of colors it is good practice to attempt to separate the hues of colors from the respective brightnesses of the colors. After some practice this may be done fairly satisfactorily. A layout of colors, as seen by a color-blind person, whose vision is otherwise normal, will appear to be a group of grays limited in range by white and black. The gift of color-vision spreads over this layout a magical drapery of color whose effects upon the intellect are added to the original.

ATTENTION-GETTING CONTRASTS

Striking brightness contrasts are obtainable in black, white and grays, but upon these may be superposed those vivid, pulsating, seductive contrasts of color. Black on white is the strongest contrast obtainable by means of pigments alone, but it is an established fact that when color is introduced, contrasts of greater attention-value are obtained. When color is introduced the brightness contrast is necessarily reduced because no color can be as bright as white or as dark as black, other conditions remaining constant. Hence, color contrast up to a certain point is more effective than brightness contrast because the introduction of color produces more striking contrasts in certain cases than black and white, notwithstanding the fact that the brightness contrast has been reduced.

A number of years ago *Le Courrier du Livre* * reported the results of experiments on the legibility of various combinations of colors in advertisements for reading at a considerable distance. The rank of legibility was as follows:

1. Black on yellow
2. Green on white
3. Red on white
4. Blue on white
5. White on blue
6. Black on white
7. Yellow on black
8. White on red
9. White on green
10. White on black
11. Red on yellow
12. Green on red.
13. Red on green

In each case the first color is that of the printed matter and the second color is that of the background. Of course, it is dangerous to draw conclusions too finely from such data because the physical characteristics of the colors such as brightness and saturation are not available; however, the data are interesting and may serve as a general guide.

Legibility is not the same as attention-value, but there is an intimate relation. If an adverisement is not easily legible it usually means that the contrast as a whole is not powerful; hence, it is not powerful in obtaining attention initially. Under these conditions attention will not be held easily even though it is obtained initially. Of course, such factors as novelty, incongruity, and environment are influential upon attention-value. For example, a sign containing white or yellow letters on a green background is not as conspicuous against a summer landscape in the country as it would be against a drab background of a city building.

THE QUICK ATTENTION TEST

In investigating initial attention-value it is necessary to use some method which gives the observer only a momentary glimpse of the test-objects. This tends to eliminate any judgments based upon artistic value or upon other criteria because such judgments are not readily formed in the brief interval of exposure.

The attention-values of a number of colors may be studied by placing similar patches of these colors upon a white background. Of course, other grounds may be used but white is of special interest in advertising. By exposing the colors to momentary view and asking the observer to record those he saw, a measure is obtained of attention-value or something akin to it. The colors are rearranged between each observation in order to eliminate any advantage as to position and to reduce the disturbing element of memory.

Using such a method, Gale obtained the results presented in Table VI, for a group of persons about equally divided as to sex. The percentage of noticeability is the ratio of the number of times a color was noticed to the total number of times all colors were noticed.

TABLE VI

PERCENTAGE OF NOTICEABILITY

Color	*Men*	*Women*	*Both*
Red	20	32	26
Black	34	12	23
Green	19	19	19
Orange	19	11	15
Blue	5	11	8
Purple	2	8	5
Yellow	1	7	4
	100	100	100

There was quite a difference in the results obtained for men and women which may indicate an insufficient number of subjects and observations. The data are useful in illustrating at least that a measure of something of value may be obtained in this manner. It will be noted that the colors which ranked high are of very low brightness as compared with the white background, therefore the brightness contrasts in these cases were very great. In the case of yellow the brightness contrast was small and it was noticed relatively few times. It is also possible that blue and purple were mistaken for black. However, color contrast very likely plays a part; in fact, this is suggested by the differences in the results obtained with the two sexes.

PERCENTAGE OF COLOR USES

It is a matter of everyday experience that red always attracts attention quite markedly. The universal use of red as a danger-signal appears to be a wholesale recognition or admission of its attention value. In tabulating the colors of advertisements of various magazines, Starch found that 77 per cent used red; 19 per cent brown; 8 per cent blue; 6 per cent orange;

6 per cent green; 6 per cent yellow and 5 per cent purple.

Another method of studying the attention-value of a color compared with others is illustrated by means of data borrowed from Starch. A white card containing twenty-five words was exposed before a group of persons for a brief interval. Twenty words were printed in black and the remaining five in red were scattered among the others. Immediately after the exposure each person recorded the words retained in his memory. The data in Table VII were obtained from twenty-four observers.

TABLE VII

	Black	*Red*
Number of words exposed each time	20	5
Total number noticed by 24 persons	39	78
Average number of words noticed per person	1.6	3.2

It is seen that the novelty or contrast of the red words intermingled with the commonplace black words draws attention predominantly to the red ones.

DETAILS MAY AFFECT RESULTS

These experiments are presented not so much for the value of the data but to show that the various problems of color in advertising are subject to scientific investigation. The experiments show the reality of these various characteristics of color and the advertising specialist need not worry over the present lack of numerical data. If he knows that color has certain influences, observation and study directed by the general facts already known will lead him at least in the right direction in selecting the colors.

There are many little details which may affect the results. For example, in an advertising booklet the text was printed with black ink upon a yellow paper, but occasionally statements to be emphasized were printed in an orange ink. In the daytime the orange contrasted well and was conspicuous but under ordinary artificial light it was much "weaker." Artificial light is very yellowish compared with daylight and the orange ink and yellow paper did not differ much in brightness under this yellowish light. Furthermore, the color contrast between them is materially less conspicuous under the artificial light than under daylight. The result was that at night the statements to be emphasized were rendered inconspicuous. This same error is sometimes seen on billboards and street-car cards which are to be read at night as well as during the day.

A knowledge of the physics of color will insure against any errors of this character. It might be well to remember that a yellow on a white background may be entirely obliterated by a yellow light; a red by a red light, etc. The greatest brightness contracts in these cases are obtained by illuminants complementary in color. Many years ago the writer developed a method based upon these principles whereby changing signs and even apparent motion could be obtained by the use of illuminants of various colors.**

* Color and Its Applications, by M. Luckiesh, page 137.

** Color and Its Applications, by M. Luckiesh, Chapter XII, D. Van Nostrand Co., New York.

SYSTEMS BOND

"The Rag-content Loft-dried Paper at the Reasonable Price"

Successful sales executives do not merely send out a letter replying to an inquiry, or to a list of prospects they are anxious to do business with, without making sure the contents of the letter is sent on the right kind of a letterhead.

You and thousands of other business men are constantly using the wastebasket for sales messages presented in so poor a manner that you do not even trouble yourself to read through the letter.

One look at the letterhead convinces you that the message of the concern sending it out cannot be of much importance, but you will read a message if it reaches you addressed in the form in which it should be, which means the right kind of a letterhead.

We will be very glad to send upon request samples of letterheads on SYSTEMS BOND in white and six attractive colors. Why not send for these samples now and see if you cannot improve your present letterhead.

Eastern Manufacturing Company

General Sales Offices:

501 Fifth Avenue New York

Mills at Bangor and Lincoln, Maine

Stove Company Has Sales Conference

The eastern representatives of the Abram Cox Stove Company of Philadelphia held a semi-annual sales conference at the Bellevue-Stratford Hotel in Philadelphia on August 2 and 3. Sales methods were discussed under the chairmanship of E. F. Glare general sales manager. Robert A. Patton, president of the company, opened the convention which closed with a banquet on Tuesday night.

Food Account for Scott & Scott

Scott & Scott, Inc., New York, has secured the account of the Doctor's Essential Foods Co. of Orange, N. J., manufacturers of Basy Bread. Advertising orders are now being placed in national magazines, and the rotogravure sections of newspapers.

Advertising and Motor Growth

(*Continued from page 8*)

industry a mere beginning.

The next step advertising will take is the step that will really sell the utility of the automobile.

You are starting to comment to yourselves now: "Surely this has been sold already." But I say to you, it hasn't been sold. True, the general usefulness of the auto as such has impressed itself on the average mind. Nobody will argue against that. We are all sold on the idea that the automobile is a fine, useful thing to have; a splendid thing for business; a wonderful vehicle for touring; and that is only the beginning of the story.

The diversified utility of the automobile hasn't been sold. It hasn't begun to be sold, and when it does begin to be sold, I predict that you are going to find another smashing onward sweep of the automobile industry as a whole.

It is my opinion that the real future of the automobile does not lies so much in selling machines to more families as in more machines to each family. Within the next five years you are going to see the moderately well-to-do family, which today is perfectly content to get along with one automobile, hardly content with two. The ultra rich man finds that he can hardly get along without three or four machines, and when he tells you that all these machines are a real necessity, not a mere luxury, he is telling you the truth.

Speaking for the average well-to-do housewife, I maintain that if she were really sold on the necessity of an automobile for her individual, almost exclusive use, we could immediately add at least two million cars to the tremendous and extraordinary demand we are experiencing right now. The housewife has not been sold on the necessity to her of a machine of her own. I maintain she isn't sufficiently sold on this proposition—on the utility of the car as an everyday convenience, and everyday comfort, an everyday something which, should she once enjoy, she would never think of doing without again.

I will go so far as to say that the average business and professional man can really afford to do without a car much better than his wife, although it would take a lot of advertising education to prove this fact to the male member of the household.

DIVERSIFIED UTILITY DOMINANT NOTE

We are not getting out of the car one-half, not even one-fourth, of the real utility that is in it. Here is a willing slave, as wonderful as the magic of Aladdin's lamp, a saver of time, annihilator of distance, a destroyer of drudgery, and here we are hesitating, still gaping at the wonder of it, hardly realizing the miracle of it, and not really beginning to realize or utilize the full value of it.

I, personally, would appreciate reading an advertisement that would really wake me up to the utility of the automobile. I don't get anything like the real value out of this remarkable servant of mine. I'd like to see an advertisement right now which would feature the many and diversified things the man or woman can do with an automobile, the usual things and the unusual things, and the thousand of things that a car can do for a man or woman.

I would like to see advertising that

July 29, 1920

Due to space in various future issues of LIFE being sold to the limit in keeping with our restricted size—52 pages total—please note future schedules are subject to adjustment of dates in which space is available.

Advertisers are rapidly appreciating the protection and value which LIFE'S restricted size policy assures.

Gee. Bee. Are.

LIFE'S Advertising Manager, 31st St., West, No. 17, New York
B. F. Provandie, Western Mgr., Marquette Bldg. 1537, Chicago

would picturize an automobile in its diversified uses.

I would like to see an advertisement featuring a machine in which the busy business man is hurrying to catch a train.

I would like to see an advertisement picturing a housewife as she mets her friend at the railway station.

I would like to see the housewife depicted as she goes to market in her machine.

I would like to see the family represented buying produce direct from the farmer.

I would like to see the young man in a snug roadster with his best girl driving over the moonlit roadway.

I would like to see advertising that would feature touring in all its wondrous beauties, the automobile at the side of the stream, its owner fishing; an automobile beside a lake, the canoe in the distance; an automobile hunting scene; the whole family in a camping scene with the automobile in the foreground—these and a hundred other pictures that would lend some idea of the thus far untold utility of the automobile.

I would like to see an automobile plowing through the snow, the streetcars stalled.

I would like to see advertising picturization of the various uses of the automobile on the farm. Why, you could take the camera and get the setting of a dozen advertisements in almost any rural part of America in a day.

I am not saying that all this hasn't been done. It has, but only in a limited way. What I want to see is automobile advertising *as a whole* turned in the direction of automobile utilty, for my theory is that *charm and beauty and reliability and luxury in themselves already have been pretty well sold.* Keep on selling, but why not stress *utility* in every advertisement?

Philip Morris & Co., Ltd., Inc., Announces Profits

Net Profits of Philip Morris & Co., Ltd., Inc., to June 30, a period of fifteen months, were $166,957 after provision for taxes and reserves for doubtful accounts, etc. The company was organized in February, 1919. Its capital stock amounts to $1,104,000. An initial divide of 10 cents a share was made payable on August 2.

Yale & Towne Profits

The annual report of the Yale & Towne Mfg. Co., recently published, shows net earnings for its last fiscal year of $3,457,469, against which there is charged $258,375 depreciation and $836,000 for Federal taxes, leaving net profits of $2,363,694, which is equal to $47.29 a share. The net profits of the past year exceed the net profits of the preceding year by about $1,000,000, and the net profits of 1918 were equal to $28.18 a share. From the earnings of this year dividends of $905,830 have been paid, and $1,357,264 added to the surplus, making it $10,032,145. The authorized capital is $10,000,000.

Sole Success Proves Newspaper Advertising

The success that has attended the $5,000,000 sale of men's, women's and children's shoes, clothing and furnishings by the Nemours Trading Corporation, in Grand Central Palace, New York, has proved once again the efficiency of newspaper advertising. The great bulk of advertising of this sale amounting to $25,000 weekly, has been confined to metropolitan morning and evening papers.

Press Congress Date Changed

The date of the next sitting of the Press Congress of the World at Sydney, New South Wales, has been changed from October, 1920, to March-April, 1921.

The change has been deemed advisable because of conflicting world-meetings, congested ocean transportation and, particularly local conditions in New South Wales and throughout Australia the suggestion of New South Wales Government and with a view to larger attendance and more profitable sessions the Executive Committee of the Congress has reset the date for 1921.

Wouldn't Like to Miss "A. & S."

Editor, Advertising & Selling—The writer thanks you for your letter of July 21, advising of the expiration of our present subscription to Advertising & Selling. Will you kindly enter our order immediately, as we do not want to be without your valuable book. Our check will follow in due course.—F. G. Green, advertising manager, Fayette R. Plumb, Inc., St. Louis, Mo.

Burnham & Ferris Has Index Account

The advertising account of Index Visible, Inc., of New Haven, Conn., manufacturers of visible indexes and record systems, has been placed in the hands of the Burnham & Ferris agency of New York.

How McCall's Is Distributed

The McCall Company, publishers of *McCall's Magazine,* has just issued in booklet form a comprehensive survey of the 1920 distribution of the magazine, showing its circulation in states, in metropolitan districts and in cities classfied according to population. Mail distribution and newsstand sales totaled separately and percentages are figured for the proportion of distribution in the various city classes in each state. The monthly gross distribution of *McCall's* is given as 1,520,000 copies, based on figures for March, 1920.

Godwin With Charles Daniel Frey

Frank Godwin, the illustrator, has joined the staff of the Charles Daniel Frey Company of Chicago and New York. Mr. Godwin is known nationally to the magazine readers and advertisers of America. The Charles Daniel Frey Company also announces that N. C. Wyeth's paintings for advertising purposes will now be handled exclusively through its New York and Chicago studios.

Eddy Company Represents Schenectady Paper

The Schenectady *Union-Star* has announced the appointment of the Charles H. Eddy Company of Chicago, New York and Boston, as its national advertising representative.

China Asks for Advance on Loan

China has asked the American group of bankers interested in the proposed consortium for a loan of $9,000,000 on account, agreeing to the terms laid down in the plan mapped out by Thomas W. Lamont, of J. P. Morgan & Co. China asks for an immediate advance for the purpose of disbanding troops and reconstructing the Government, after the overthrow of the old Cabinet.

What Is Rotary?

Rotary is an intimate affiliation of carefully selected business men, having for its object the promotion of high ethical standards in private, commercial, and civic life, and consecrated to the ideal that the basis of all worthy endeavor is UNSELFISH SERVICE.—W. E. Douglas, Wilmington, Del.

Do you want to do business with the type of men who compose this organization? There are 55,000 of them—you can reach them by advertising in

THE ROTARIAN

The Magazine of Service

Member Audit Bureau of Circulations

Eastern Representative
Wells W. Constantine
7 West 16th St., New York

CHICAGO

Great Britain
Thos. Stephenson
6 So. Charlotte St., Edinburgh, Scotland

Advertising Manager
Frank R. Jennings
910 So. Michigan Blvd., Chicago

Subscription price: $1.50 in U. S. A. and Cuba: $1.75 in Canada; $2.00 in all other countries.

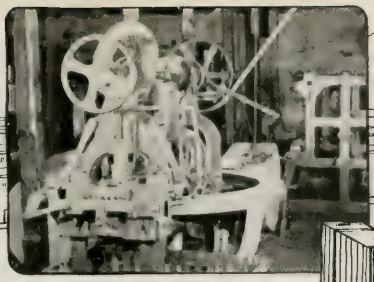
Published Monthly by the International Association of Rotary Clubs



Taking the Plant to the Prospect

ON PATHÉSCOPE *FILM*

SAFETY KOK STANDARD





Celluloid Films Are Dangerous. The operation of any portable projector USING CELLULOID FILMS without a fireproof enclosing booth is prohibited by State, Municipal and Insurance restrictions, and the violator is frequently subjected to severe penalties.

Pathéscope film is "Safety Standard"—labeled by the Underwriters' Laboratories "Enclosing Booth Not Required." Pictures can be shown anywhere, at any time, without violation of any regulations.

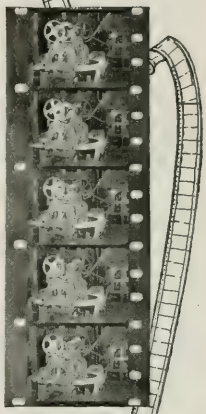
ON the insistence of their star salesman, Jim Brown, the A— Company bought a Pathéscope Projector.

Jim's biggest prospect had stumped him. He had been unable to get his sales story "across." This story dealt with manufacturing methods, processes and capacities—things the prospect didn't realize were involved in making A—'s product. The telling took too much time for busy pre-occupied executives. Besides, they *heard* such stories every day.

The executives were just as busy and as indifferent as ever when Jim called with his Pathéscope Projector, but when he explained that he "had some *motion pictures*" of manufacturing operations, they *were* interested.

The superintendent quickly *saw* that the A— Company had a real plant, much finer than he had ever supposed. He learned what was involved in turning out their product. He approved the methods used in set-ups and handling between operations. He *saw* that the methods were efficient in the use of labor and materials. He noted that the A— plant certainly had the capacity and could make deliveries, and that they left no stone unturned to make the A— product right. Finally he got a new idea of what the A— product could do for his company.

And Jim and his Pathéscope "sold" him.



The Pathéscope Projector weighs only 23 pounds. Can be carried in a small suit case. Operates on any light circuit. Does not require an expert or licensed operator. **Descriptive literature on request.**

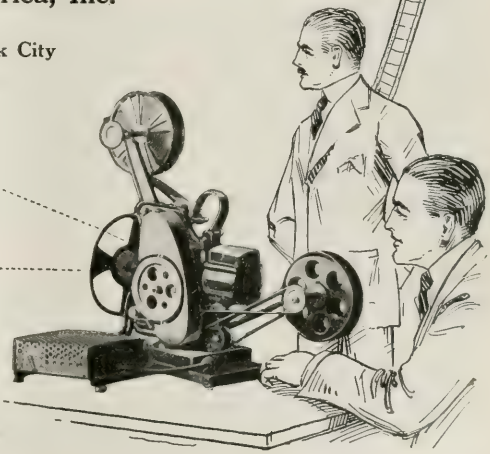
The Pathéscope Co. of America, Inc.

Willard B. Cook, President

Dept. S, Aeolian Hall, New York City

Agencies in Principal Cities





THE NEW PREMIER

Pathéscope

Flickerless SAFETY STANDARD Motion Picture Projector

The Men and Women Who Make Our Mediums

ADOLPH S. OCHS

Publisher of the New York *Times*

One of a Series of Informal Visits with the Leading American Editors and Publishers with the Object of Interpreting What They Mean to Advertisers

By JASON ROGERS

TO THE imaginative newspaper worker, no greater satisfaction could come than that which has come to Adolph S. Ochs, in the upbuilding of the New York *Times*, bought by him in 1896, to general recognition as one of the greatest present-day newspapers in the United States, if not the world.

There is just as great a difference between newspapers as there is between diamonds; some are pure white and full of fire, while others are just diamonds. There are newspapers which have won larger circulation than the *Times* and newspapers which have carried about as much, or even more, advertising, but none of these has won success as legitimately as has the *Times*.

When Adolph S. Ochs came to New York in 1896, fresh from his success with the Chattanooga *Times*, and bought the New York *Times*, there were few who thought that he could put that then moribund property on its feet. That Ochs had the correct formula now must be admitted by all.

The program was as simple as A, B, C, but its carrying out required a degree of stick-to-it-iveness probably never before approached, from the standpoint of consistency, intelligence, and skill of execution.

On the foundation of the *Times* of 1896 with its 10,000 of substantial, high-grade circulation bought for three-fifths of the bonds and one-fifth of the stock in a new corporation, Mr. Ochs determined to rear a newspaper different from and better than anything New York then had. It was to be a newspaper, with emphasis on the news.

Mr. Ochs likes to make himself believe that he brought no new newspaper idea to New York when he started remaking his property. He may be right, and his contemporaries perhaps had forgotten how to get out a newspaper, or had grown soft on the job.

Ochs came, with very little money—$75,000 all told—and without anything new, according to his own view, except a determination to print the best paper he could get out to interest and serve the thinking classes of New Yorkers who could be counted upon to appreciate such a product.

THE SIGNIFICANCE OF A SLOGAN

Few of us at the time recognized the real significance of his adoption of the "All the news that's fit to print" slogan in 1897. The subsequent development shows why this suggestion was then, as now, so wonderfully in accord with Mr. Och's ideas for the creating of a great newspaper.

From the very beginning of the building of the institution, Ochs has never employed a scheme or catch-penny device to stimulate circulation or advertising. He concentrated on one idea, the publication of the best newspaper he could get out, and he trusted to the intelligence of the public for his success.

This psychology was as sound as that of Abraham Lincoln, when he said, "You cannot fool all of the people all of the time." Mr. Ochs did not desire to fool any of the people at any time.

To me, the progress of this newspaper has been as logical as the onward pressure of the game of the chess-master when opposed to players of lesser degree of skill. Ochs has advanced his position on absolutely sound formulæ without at any time taking chances.

Only those familiar with the inner workings of such developments can appreciate the exasperations and difficulties which a man encounters in such an undertaking. There were times when all must have seemed black and hopeless, but Ochs stuck to it until he had seen it through. It was a hard, up-hill pull until he had crossed the dead line.

After having stated in my previous article on Victor F. Lawson of the Chicago *Daily News* that, in my opinion, Mr. Lawson was the great leader in independent journalism, I want to go on record as rating Mr. Ochs as the great leader in presentation of complete and dependable news.

Mr. Ochs stands in a class by himself in this respect and has gone farther than any other newspaper man who ever lived. I say this knowing that Mr. Lawson has quite a similar appreciation of Mr. Och's wonderful accomplishments.

HIS VIEWS OF EDITORIAL QUALIFICATIONS

As far back as 1891 Mr. Ochs in an address at St. Paul stated:

"My experience in newspaper making affords an opportunity for close observation of what is going on in its many ramifications throughout the country, and justifies me in making the broad assertion that never before did there exist so many splendid opportunities to win honor, fame, and fortune in the profession of journalism.

"In all its angles there is in American journalism a demand and an urgent need for men of ability; men possessing the cardinal virtues—prudence, justice, temperance, and fortitude; faith, hope and charity; men who love their country and their fellow-men; men of courage and convictions; men with vision and imagination; men who are thorough and painstaking—who take a pride in their work and whose heart and soul are in it; men who do not think they know it all but can learn from others; men who are constantly seeking for and acquainting themselves with the newest, the best and the most effective work done by others, and with the intelligence to understand what they learn and to apply the knowledge to their undertakings; men who are thoroughly grounded in the very rudiments of newspaper making; men who know a proof press, a shooting stick and quoin, a rotary press, a linotype and autoplate; a monkey dash as well as a column rule; with not only a nose for news but with olifactories to scent odors and detect rottenness; men with a sense of proportion and of values, and with an eye for impressive and pleasing typographical display; men who in circulation know the real from the artificial, and in advertising know the genuine from the deceptive; above all, men with the practical equipment and the sincere and vigilant purpose to present the news honestly and without prejudice, and to interpret it with independence and fairness.

"This may be the counsel of perfection, but in newspaper making perfection in morals, habits, and equipment—as near as is humanly

(*Continued on page 33*)



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer.

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

The Profitable Use of "Trade" Mediums

How An Automobile Corporation Successfully Launched Its Selling Plans In the Journals of Its Own and Allied Industries

By A. J. ROGERS
Advertising Manager, Nordyke & Marmon Company

THE SUCCESS of a seven weeks' campaign in 1915 has caused us to become steady trade paper advertisers. Since that time we have used at least one two-page insert per month in the leading automobile weeklies; this year we will approximately double that schedule. We use preferred position in practically all the monthlies, also.

We are convinced not only that it is profitable to use a consistent campaign in trade papers, but also that it is profitable to spend as much as the space costs to make the advertising attractive.

The campaign which "sold" us was the campaign introducing the Marmon 34 in 1916—a car which differed radically from conventional cars with mechanical features of more than usual interest.

We talked over many plans of introduction; we considered the features which would go in our copy; the audiences reached by various kinds of publications; the amount of money we could spend. Our decision was to make the introduction through the weekly automobile trade papers.

Unsigned advertisements were used—six two-page inserts, printed in two colors on about 120 pound stock; the seventh advertisement, which appeared about the time of the New York Automobile Show of 1917 was four pages, and gave the name of the car.

The papers which we used had about 60,000 circulation. Replies to advertisements were directed to the publishers of the papers, and then forwarded to us.

We received more than 4,000 inquiries from these advertisements.

A widespread interest in the new car was created, so that when the announcement was made people were familiar with the construction details of the new Marmon. Advertising in the New York press at the time of the Show crowded our exhibit space with dealers and prospects.

Of course the circulation reached by these publications was largely among those directly interested in the automobile business. But we found also that these papers had a great following among owners—persons who make more or less a hobby of the automobile and follow the news of the industry and are interested in changes and improvements as makers work them out. Using the campaign "blind" or unsigned, of course, added interest; and not the least factor in the success of the plan was the printing of the inserts by one of the foremost catalog printers in the country.

We were agreeably surprised at the results; we interested many good substantial dealers in our car, and gave a knowledge of the new features of construction to other dealers, accessory men, chauffeurs and many owners.

So the Marmon 34 was introduced, and well-introduced, by using a few thousand dollars of trade paper space, and a few more thousand for the preparation and printing of the inserts.

Our appeal was direct to the mechanical man; we tried to show him exactly what the new features were. Since that time, our trade paper schedule has called for one two-page insert every month. Realizing that the audience is largely a dealer audience, we naturally pick subjects which will interest him.

Naturally in some of the advertisements the appeal is not necessarily confined to the dealer—the "motor wise" man finds an attraction. In others the man whose hobby is car operation or car mechanics is going to find something of interest.

We use the trade papers largely because they reach the dealers. We are not particularly interested in getting new distributors because our organization covers the entire country. But the distributor is always seeking to cover his own territory more thoroughly and there is no way to so effectively keep the Marmon car before the dealers as through this medium of advertising. It gives us a concentrated audience; and if the copy is newsy and attractive our advertising is bound to be read by a large percentage of the subscribers.

Garage men, dealers in accessories and men to whom motoring is an avocation read these papers and read them closely; they may not be prospects for a high priced car such as we make, but they are potential experts in things connected with motor cars and they rely upon the trade papers—and the advertising as well as the text—for their fund of "expert" knowledge.

Consequently, aside from dealer influence, we advertise in the trade papers to give the "motor wise" man a knowledge of features of the Marmon car which will enable him to talk about it, and talk favorably.

We were among the first to use inserts, which, as stated, just about doubles the cost of the advertising. We are satisfied that this is a good investment for several reasons, among them being that it enables us to see that our copy is printed exactly as we want it; the advertising stands out from the rest in the book because the printing is so good; heavier paper may be used and the attention value is increased.

Trade paper advertising has always been extensively used by the Nordyke & Marmon Company. Even before the days of the automobile, we were extensive trade paper users. So well did the managers of thirty years ago think of advertising in the flour and grain milling papers that they contracted for the very best space available. Now we use preferred position in the leading milling trade papers.

We feel that we can effectively circularize the trade through these mediums. And at a minimum cost.

Packers in China

Though cold storage and meat-packing be assailed in the United States, the Chinese seem to be welcoming both processes to the Land of the Poppy. Work on a $500,000 cold storage, meat packing and egg albumen plant has been started at Tientsin, China, by the China Mongolia Export Company, Inc., an American concern. A modern slaughter house with stockyards will also be installed. The site in the Russian concession comprises 6 acres.

At first cold storage and albumen and ice manufacture will be undertaken and later packing and canning of meats and poultry. Two 50-ton ice machines will be installed. A representative and engineer of the American concern that furnished the total machinery of the plant, 200 tons in all, are on the ground supervising its erection.—*The Nation's Business.*

Adolph S. Ochs

(*Continued from page* 30)

possible—invariably spells success with capital letters."

In 1896, appearing before the National Editorial Association, he supplemented this basic material as follows:

THE PRODUCT OF THE ORGANIZATION

"You may be interested in knowing what has been the practical result of applying the principles suggested at St. Paul twenty-five years ago for the publication of a newspaper in a great city. Twenty years ago the *Times*, as I have said, had scarcely 10,000 circulation; today its net paid circulation exceeds 325,000. The gross annual income in 1896 is now exceeded every month in legitimate income from advertisements and circulation.

"One of the greatest factors in achieving this result was not mentioned—because not then fully appreciated—in the St. Paul catalog of the qualifications required successfully to manage a daily newspaper. It was a great omission, as my years of experience have taught me, and I wish now to add it and give it the utmost emphasis by marking it "top of column," and that is that the successful manager should have the ability to judge and appreciate other men's qualifications, to secure their assistance and to win and retain their respect and confidence in his plans and good intentions.

"I have been most fortunate in this respect in the management of the *Times*. I could not wish for more loyal and capable men than those holding the responsible positions in the *Times* organization. They have been untiring, ever enthusiastic, and ungrudgingly giving the best of their abilities to the upbuilding of the newspaper, to preserve its best traditions, and maintain the highest standards of journalism. They have given to the task what money cannot buy, and that is a pride in their work. If I wished to boast of anything I personally may have accomplished, it would be that I was able to secure the co-operation of such high-minded and talented men, and have them confidently believe in the soundness and sincerity of my aspirations.

"A distinguished man—a New York editor and publisher—some time ago told some mutual friends that I had come to New York and taught the newspapers something new. I replied that I thought he was inaccurate; that if we had done anything worthy of note it was that we had 'reminded them of something they had forgotten.' I brought no new journalism to New York City; we have practiced, as best we could, old journalism—the journalism that succeeds in small towns where the high standards of the profession are demanded and practiced by self-respecting men."



ADOLPH S. OCHS

On such a sound foundation of underlying principles, Mr. Ochs came through with flying colors, for other morning newspapers ignored or failed to realize the potency of printing "All the News That's Fit to Print" better and more copiously than they had ever done before.

As convincing proof of the soundness of Mr. Ochs' theory, one has only to glance at the progress in circulation and advertising of the *Times* over a long series of years.

THE GROWTH OF THE "TIMES"

The figures are familiar ones in advertising practice. They are even better known to newspaper builders, perhaps, than to national advertisers, for publishers have long since come to watch the circulation and lineage statements of Mr. Ochs' publication as a barometer of business.

In 1898 the *Times*, with a circulation of 26,726, carried 2,433,193 agate lines of advertising. In 1908 the circulation was 165,155 and the agate lineage 5,897,332. Note the vast increase Mr. Ochs succeeded

in making in the expansion of his property as indicated by 372,293 circulation and 13,518,255 agate lines of advertising in 1918. To this enormous total in a single year, with a slight shrinkage of circulation due to the inevitable reaction in reader interest at the close of the war, Mr. Ochs found it possible to add more than 6,000,000 lines of advertising bringing his total to 19,533,643, or a gain of more than the total business carried just ten years prior.

This steady growth, produced by the recommendation of one pleased reader suggesting it to a person who did not read it, more largely than any other factor, has been accountable for its progress.

SPECIALIZED INFORMATION

A brief reference to some of the underlying factors in the upbuilding process may not be without interest to advertisers and agency men.

Every day there are thousands of buyers from all over the country in New York City. The *Times* has made itself a veritable reference library to the buyers, and carries a large volume of manufacturers' advertising especially appealing to them—a feature unapproached by any other daily newspaper.

The *Times* has specialized in financial and business information and news, until today it leads all competitors in both volume and quality of financial and industrial advertising, notwithstanding its extreme care regarding the business it accepts.

Mr. Ochs started covering legal and real estate operations in New York more thoroughly and accurately than any other daily newspaper ever had done, in 1896, and has consistently sought to improve the service ever since.

Before the advent of Mr. Ochs into metropolitan journalism, certain daily newspapers had done so-call big things in the way of news beats. Years ago, Bennett had sent Stanley to Africa, and had built up recognition for superiority in shipping reports, but these were ancient history when Mr. Ochs came to town. The *Times* prints big news every day and once or twice a month rings the bell denoting another bull's eye scored, so that few of us recognize the wonderful mastery which makes extraordinary performances seem routine.

The advertiser has not been slow to recognize the supremacy of the *Times*, as is shown by the forgoing figures recording the advertising gains of the *Times* since 1898. The *Times* sells its advertising strictly as a commodity, at one price to all for the same service, and during the print paper shortage has probably been forced to omit more advertising offered it than any other newspaper in the country.

The restraining and guiding hand of Mr. Ochs extends throughout the Times Building from attic to cellar. He employs able assistants and gives them abundant recognition, compensation, and authority, but I know of no other large newspaper office where the great constructive influence for bigger and better things comes from one man's inspired genius to such an extent as in the case of the *Times*.

Mr. Ochs is never satisfied with his newspaper as it is printed from day to day. He always sees opportunity for improvement and seeks to take advantage of every experience.

Mr. Ochs is an exceedingly kindly man, and one who gives first preference to the newspaper worker who loves his job. He came into the newspaper business as a printers' devil at the age of twelve and so has been in the ranks for fifty-one years.

It Never Rains But It Pours---- Inspiration

That Is, If You Are a Selling Genius Like the Writer of the Famous "Rain Letter"

"Rain, rain, go away,
Come again another day."
—CHILD'S RIME.

IT was raining, alternately drizzling and pouring, the sudden tattoos of wind-driven sheets of water on the window pane being preceded and followed always by a dull



NELLE S. MASSIE

drip, drip of single drops that fell in monotonous procession from the eaves to the pavement outside.

"Sooner," I said to the veteran copy man, "will a 'blue Monday' furnish ideas for bluing copy or a 'morning after' suggest peppy material for Blank & Company's 'all's right with the world' good-will advertising than a rainy day like this inspire a man to anything. Did'ja ever see such a day? Did'ja ever know such a day to do anything for a poor copy writer but turn his brain into a sponge with nothing but water in it?"

"Well," said the veteran copy man gravely, "as a matter of fact, I have known it to work quite otherwise Curiously enough, I can cite a case in point from my morning's mail.

MUSIC LESSONS FOR GRACE

"The postman brought me a letter from my brother," he went on. "I have told you that John runs a farm out in western Iowa. When the crops are good, John collects enough money to make us poor advertising men look like pikers. He's going to do it this year and, as usual, he's going to spend a good slice of it on Grace, who's his ten-year-old and only child. He has written to tell me that they're buying a piano for Grace and that she's going to take music lessons—going to take them by mail; and because he knows that I'm interested in odd bits of unusual advertising matter he has sent me a letter that clinched his decision to spend this year's allotment to Grace on music lessons.

"The letter was written by a woman. It was written on a rainy day and, while John says it would have pulled him in anyhow, it pulled with particular strength because John got it on a rainy day, just like this. The writer doesn't class as a copy writer. She signs herself as 'N. S. Massie, Registrar of the University Extension Conservatory, Chicago'—an institution which, I happen to know,

teaches music by mail and solicits its patrons by the same medium. But Miss Massie is a real copy writter from the word 'go.' Here's what she writes, to prove it. Remember the letter is going into what we benighted Gothamites call 'the sticks' to carry the appeal of music to the man and woman who's a long, long way from the theatres and the concert halls and who yearns for something better than the 'canned' kind of music.

"She wrote:

THE "RAIN LETTER"

"If the rain is pouring down in your town as it is in Chicago this morning, you will be glad to see the sun shine soon. We have seen the sun only a few days during the month of April, as we have had rain, rain, rain!

"On a dark, gloomy day, a person must stay indoors, and that is the time when an interesting book or magazine is a lot of company. Good music also is company and makes one forget about bad weather. It also gives one the greatest pleasure, in good weather.

"We believe that the study of music should form a part of everyone's education. When you consider that the little time and money invested in the study of music is going to give you returns in increased pleasure throughout your entire life, then you can see that this study is a good investment for anyone. If you haven't more than half-an-hour a day that you can give to music, make the most of that half-hour.

"Have you misplaced the special certificate we sent in our other letter? I'm enclosing another, and I wish you would consider this offer very seriously right now and decide what you wish to do and let me know by return mail. Make up your mind now to do what sooner or later you will have to do, if you are ever to make a success of your music. Have faith in us and our methods; believe that what we have done for others we can do for you.

"I am sure you know the advantages of a musical education. Hundreds of men and women have found their ambitions realized because they are musical, for the musician is a welcome guest in every home. To every man and woman, music offers a fuller, bigger life—a life overflowing with the good things of this world. Music is considered the world's greatest accomplishment.

"There's a bigger future ahead for every one of us. When we miss this future, it is our own fault. Either we have not the force of character to grasp opportunity when it comes, or else we won't make the small sacrifices of time or money to take advantage of this opportunity.

"Mark the blank with an 'X'—fill it in and return it with first payment, and the first lessons will be sent you. Don't forget to send a friend's name."

HOW IT APPEALED

"I was particularly interested in that letter," resumed the veteran copy man, "because I have felt the weight of rainy-day gloom just as you have and I know just how John and Grace feel it, so I wrote Miss Massie to find out exactly how she came to pull the idea in out of the wet and what it had accomplished for the University Extension Conservatory." Here he fumbled through his letter file. "These are some of the things she said in reply:

"'I am more encouraged about the Rain Letter every day,' she wrote 'It continues to pull. You see, the University Extension Conservatory of Chicago teaches music by the written method. Its courses are sold only through follow-up letters, both form and personally dictated. The form-letters are filled in with the name of the prospect instead of "Dear Sir" or "Dear Madam," and with perfectly matched ribbons. Thousands of its prospects are in the small towns and rural districts.

"'The form-letter to get the desired returns must have a direct appeal. It must reach the prospect as a personal, human document, not as a mere typewritten page.

"'The weather is probably one of the most important topics of conversation in the country. The farmer's work is delayed if there is a backward Spring. Nothing can be accomplished with continued rain.

"'A form letter with "rain" for its subject was one of the best pullers, because it was understood. It had the human, friendly appeal.'

"I suppose, buddy," the veteran copy man concluded, tucking the sheets of paper back into the file, while a twinkle of amusement came into his eyes, "that whether a rainy day will 'turn a man's brain into a sponge filled with nothing but water,' depends a good deal on what kind of stuff his brain is made of."

Lord Purchases "Maine Farmer"; Will Continue With "Comfort"



F. R. LORD

F. R. Lord, of Augusta, Me., who for the last six years has been connected with W. H. Gannett, Inc., publisher of *Comfort*, has purchased the *Maine Farmer*, in connection with W. R. Jenkins, Jr., and P. H. Whiting.

The *Maine Farmer* is an agricultural weekly which was organized in 1832, and thus lacks a dozen years of rounding out its first century. Under the new management many editorial improvements will be made and an aggressive circulation campaign waged. All of the owners are practical magazine men who can be counted on to rejuvenate the old publication and make it one of the live farm magazines of the country.

Mr. Lord, who owns the controlling interest in the new organization and will manage the *Maine Farmer* is a graduate of Bowdoin College, Class of 1914, and has been with *Comfort* since 1914. Mr. Lord began his magazine work by going through the *Comfort* circulation department, working in each position in the department long enough to learn the work from the worker's standpoint. On the departure of P. H. Whiting from *Comfort* organization, Mr. Lord took over the Advertising and Promotion Department Work, which he has since conducted in addition to the management of the circulation and other departments. He will carry on his work for the Gannett interests in addition to managing the *Maine Farmer*.

Traffic Truck Sales Staff Changes

J. Albert McCollum, advertising manager of the Traffic Motor Truck Corporation for the last seven months, has been made assistant general sales manager. Millard S. Binney, formerly publicity manager, succeeds Mr. McCollum as advertising manager. R. Jackson Jones, assistant sales manager, has gone to London, where he will open a European headquarters for the corporation.

Barrett Joins Worthington Pump Corporation

Charles G. Barrett, formerly sales manager of the marine department of the Fairbanks Morse & Co., New York, has become associated with the Worthington Pump and Machinery Corporation, Blake & Knowles Works, East Cambridge, Mass.

Akron Agency Get Truck Assn. Account

The Motor Truck Manufacturers' Association, an organization composed of leading truck manufacturers of the United States, with headquarters in Chicago, has placed its advertising account with the Akron Advertising Agency Company of Akron, Ohio. David Thomas, widely known in the truck field, is general manager of the Motor Truck Manufacturers' Association.

Greve Advertising Agency Moves

The Greve Advertising Agency of St. Paul, Minn., moved into new and more commodious quarters at 615-617 Hamm Building this week. The organization, as at present constituted, is made up of S. Greve, president; W. M. Robbins, vice-president; H. G. Myser, secretary; Don G. Sheppard, art director; W. E. Lunnis, copy director, and Olga Lindquist accountant.

A Technical Manufacturer's Experience with the House Organ

Three Institutional Magazines of the American Hoist & Derrick Co. That Are Almost Trade Magazines

By E. P. BROWN

THE house organ intended to forward the interests of a technical line has a wonderful opportunity to make itself a watched-for and carefully-read publication, if properly handled. It can be, in effect, a small trade paper possessing real interest for its readers and a very definite advertising value for its publisher. To bring about this result, however, will require much thought and hard work on the part of the person charged with editing it, and as little as possible dependence on the shears and paste pot.

If its publisher chooses to use it as a vehicle for airing his personal, political or business views, or serving up warmed-over philosophy, he cannot expect to catch, much less hold the interest of a class of men who belong mostly to an active, out-of-doors type and have neither the taste nor the time to do much reading of a general nature.

Suppose, for instance, that a manufacturer of material handling machinery for contractors and loggers becomes enamored of the house organ idea and decides to issue a little magazine featuring his line. How shall he go about it? What sort of matter will serve most effectively to promote his business? What shall be the physical makeup of his publication? How often shall he issue it?

BACKING UP TRADE PAPER ADVERTISING

As the writer has written and edited three such publications simultaneously for the last seven years and can claim gratifying success for his efforts, perhaps his experiences and methods may prove helpful to others desirous of utilizing this useful form of direct advertising.

The American Hoist & Derrick Co., of St. Paul, Minn., builds hoists, derricks, locomotive cranes and similar machines for contractors; log loaders and road builders for loggers; railroad ditchers for railroads and other such appliances. The field is limited; the competition on some items keen, but the individual sales run into very considerable sums. As a rule the men who do the buying are susceptible to intelligent approach, if you can get their attention. The trade papers are valuable and should not be neglected, and the advertiser mentioned has been a consistent user of space in a good-sized list of these publications, except for a limited period during the war. Yet it was felt that the regular trade paper advertising could be made more effective if backed by a house organ of the right sort. The trade papers themselves furnished the basic idea for the general form of the house organs put out by the American Hoist & Derrick Company.

Contractors, like every other energetic and intelligent class of business men, are keenly interested in how the other fellow does it. If a contractor in Maine has a better way of handling excavation, or placing forms, or arranging his handling plant, the alert contractor in Texas, Oregon or Tennessee wants to know about it, and he is willing to listen to anybody who can tell it clearly and in as few words as possible. That's why he reads trade papers and it was felt that he would read a well-edited house organ that gave him this information, for the same reason.

THE ORIGINAL PROJECT

With this idea in mind, the first number of the "American Bulletin" was written, laid out and published in the latter part of 1913. It was felt that, with subject matter of sufficient interest, elaborate makeup and expensive paper and printing could be dispensed with. The form finally fixed upon was that of a four-page newspaper, size 13x15, printed on fairly good calendered stock. Pictures of the work being a very necessary adjunct to description of any building job, it was necessary to select a paper on which halftones could be printed in a reasonably satisfactory manner. For the type of publication projected, a 60-pound calendered stock was thought amply good. In fact, it had some advantages over the more expensive coated stocks, because it would fold without cracking. Twelve issues of 35,000 copies were contracted for, the agreement with the printer calling for delivery of the papers all folded and wrapped for mailing. This reduced to a minimum the work of handling them in the manufacturer's mailing department. All that was necessary was to run them through the Addressograph, count them and deliver them to the postoffice, advantage being taken of the prepayment privilege. This physical form has worked out so well that it has been retained without change. The style and arrangement of the reading matter has, however, undergone a gradual evolution, until now the advertising value of each story is subordinated to the practical interest value of the story to the men who wish to read it.

We use regular trade paper headlines, for the most part, and try to give a comprehensive description of each undertaking that we feature, even going into details of branches of the work that have no connection at all with our machinery or its use. It may be said, "that's all right if you want to 'butt into' the trade paper's field and donate a publication to the contractors, but where does its advertising value to you come in?"

Well, that's one of the places where the "American Bulletin" departs from accepted trade paper practice. No job is written up in the "American Bulletin" unless a considerable quantity of our product was used on it. In the course of the story more or less casual mention is made of the fact that "American" hoists, or derricks, or both, as the case may be, were used on this work. As we feature none but successful jobs our machines are automatically coupled with the success of the undertaking, and we believe that the association of any machine with a successful piece of work raises the prestige of the machine. Of course, such a subterranean method of exploiting the merits of a line of machinery would not make much of a dent with a one-time effort, but please remember that the "American Bulletin" is issued every other month, and has been since 1913. The cumulative value of such a method pursued so consistently is bound to be great.

From the first, we have put the loud pedal on the interest of the work described, and suppressed the natural tendency to make each story a eulogy of our machines.

Another feature which heightens the effectiveness of the stories run in

the "American Bulletin" is the fact that we seldom lose an opportunity to distribute some well-proportioned praise for the methods and energy of the contractor. Nobody ever objects to seeing nice things about himself in print, and we are very careful to let them go at "nice" and not kill their tang with too much sugaring.

HOW TO GET THE MATERIAL

It will occur to the practical-minded that the task of securing material of real interest for each issue must be "some" undertaking, and we are here to say emphatically that Mr. Practical Mind is right. It is a hard job, sometimes almost a disheartening one, but the results are well worth the trouble. Mr. Practical Mind very likely will be interested also in where we get our stories.

We get our stories from various sources; sometimes from the contractor himself; sometimes from his superintendent or some other man on the job. Hoisting engineers frequently send us some very valuable stuff. However, we get the bulk of our leads from the trade papers. We go through these carefully and whenever we find a job mentioned we go after the contractor for particulars and photographs. Then by combining what we get from the contractor with some of the "high spots" of the trade paper article we manage to envolve a new and interesting story.

PRIZES STIMULATE WRITERS

Now and then one of our salesmen will get "enlargement of the heart" and write up some job he visits. We have found, however, that the salesman cannot be counted on very strongly for assistance of this sort. He is so familiar with contracting jobs that his nose for news is blunted. At least we are charitable enough to concede him this alibi. We buy no material from professional writers, for the simple reason that none seem able to contribute the style of stuff that we want.

We find prizes of considerable assistance in getting hoisting engineers and sub-foremen to send us data. None of the prizes which we offer are large, ten dollars being the limit, so it will be seen that, as far as actual cash outlay goes, the material which we use in the "American Bulletin" is not expensive.

A HIGHLY TECHNICAL LINE

Practically all the matter submitted has to be rewritten to make a readable story of it. If we can get the man out on the job to give us the main facts and figures we are glad to re-arrange it and dress it up into a passable article.

While our line is highly technical, a large percentage of the users of it are not trained technical men; for this reason our stories do not attempt to be very tehnical. We content ourselves with giving a straightforward description of a piece of construction work, writing always with the average contractor, quarryman, or logger in mind. As a matter of fact it is difficult, as a rule, to secure accurate technical data on construction work, engineers as a class being reluctant to give out their "inside stuff."

We publish two other house organs to the trade besides the "American Bulletin," but, generally speaking, our policy is the same on all of them.

The "Crosby Clipper" is a small booklet, size 4¼x5½, sixteen pages and cover. It is devoted to the interests of the "Crosby" Clip and has been issued every other month since November, 1913. Here, in the writer's opinion, is about the most difficult product to feature in an interesting way, via the house organ, that could be imagined. The "Crosby" Clip is a patented clamp used for fastening wire rope. Compared with the rest of a contractor's, logger's or quarryman's plant, the price of all the clips he uses is almost a



A Certain Way of Imparting An Atmosphere of Distinction To The Catalog

WHEN an advertising manager or other user of printed publicity wishes to get something extraordinary fine in the way of a catalog or booklet, the first choice is a leather cover. But leather covers are too expensive. Levant, the cover paper simulating leather offers a compromise between the prohibitive cost of real leather and any ordinary cover stock. The colors are those naturally associated with leather —green, gray, blue, coffee, yellow, red and black.

Levant Cover Paper is made in a light and heavy weight —allowing for binding in pamphlet form, or over board covers. Box makers will find the light weight Levant especially desirable for a wide range of products, such as jewelry, perfumery, and stationery boxes. Levant Cover Paper is so expressive of richness and quality that only the simplest of printing or embossing is needed to complete a beautiful and distinctive cover.

Send for a sample book of Levant Cover Paper made to fit in your letter file. Also ask for a copy of XTRA, the "different" house organ edited by "Marcus."

C. H. DEXTER & SONS, Inc.

WINDSOR LOCKS CONNECTICUT

negligible item. Yet, on account of the thousands and thousands of them that are used ever year, it is a very profitable item with us.

The "Crosby" Clip was first in the field, and, though the patent has run out and a number of competing makes have entered the lists, the fact that it was the first clip and continues to hold the leadership in quality, gives it a great advantage. In fact, the name "Crosby" has come to mean "wire rope clip" to many users, a good deal as Kodak means any kind of camera to most people. Not long ago the writer ran across an article in one of the electrical journals written by an engineer who was describing the installation of an overhead transmission system on a steam road that was being electrified. Instead of saying that the transmission cable was "clipped in place" he wrote it "Crosbyed in place." It was to help maintain this prestige that the "Crosby" Clipper was published.

FINDING "GOOD STORIES"

In the "Crosby Clipper" we have endeavored to feature the out-of-the-ordinary uses of "Crosby" Clips. For instance, when we heard that the Forestry Department had built a number of light suspension bridges across canyons and gorges in the Northwest to facilitate the rounds of the rangers, we got in touch with the Director and found that "Crosby" Clips had been used for all important cable fastenings. Here was a real story; the service was severe; the climate wet; and nobody had time to spend inspecting the bridge fastenings; yet the safety of thousands of acres of valuable timber hung on the ability of these little clips to hold fast and keep communications open. When the submarine F-4 was raised from the bottom of Honolulu Harbor, the same clips secured the long lifting lines. They play an important part in the launching of every ship at Hog Island, not to mention fastening all the wire rope used on the 500 derricks. By means of such stories we seek to connect this clip with big jobs where, obviously, only the most dependable equipment was used. We try to get as much human interest as we can into these stories, and we believe that it is worth while. The "Crosby Clipper" is the only one of our magazines on which a second color is used.

A STEAM SHOVEL ORGAN

"American Ditcher Scoopings" is the youngest of our publications. It was first issued in September, 1916, and is mailed to a list of 10,000 railroad officials. For a year it was issued every month, but since then it has come out only every other month. This paper is devoted exclusively to the interests of the American Railroad Ditcher, a small full-circle steam shovel, the main function of which is to dig drainage ditches along the right-of-way, at which work it takes the place of large and costly labor gangs. On account of its strength, speed and portability, however, it is used extensively as a general purpose machine by the maintenance department, having been used successfully for such diverse purposes as handling coal, driving piles and raising flag poles and smokestacks. Much of the material which we use in this publication is obtained from the operators of the machines, who are an intelligent and well-paid body of men. However, officials from supervisor up to superintendent and engineer contribute much valuable material. All this is supplemented by reports sent in by our traveling inspectors and erectors, and an occasional contribution from a salesman momentarily inspired with a desire to be helpful. We have less difficulty securing good material for this publication than for the other two. This is a four page, newspaper style publication similar in size and arrangement to the "American Bulletin."

These publications furnish us with a means for touching up all prospects at regular intervals with new stuff, much of which is of real assistance to them in their work. Just to illustrate how this works out: a ditcher user in the South devised some home-made dump cars consisting of nothing more or less than a false floor on a flat car. This floor was divided down the center of the car and lifted rings bolted into it, chains were fastened to these rings with a ring in the other end for hooking over the center dipper tooth. When it was desired to dump a load of dirt this ring was thrown over the middle tooth and the dipper raised, dumping the entire load in a few seconds. Before this device was worked out a gang of laborers with shovels had been employed to shovel off the dirt at the dump. The home-made dump cars saved the wages of these men and several hours' time every day. We received letters from all over the country asking for blueprints of these home-made dump cars and instructions for making them. We could multiply such instances all tending to prove the value of our development of the technical house-organ. We have proved to our own satisfaction that it pays to hand out helpful information in liberal portions to induce the reader to absorb our advertising in homeopathic doses.

BUILDING GOOD WILL

House organs of this type not only help their readers in their own work, but, in doing so, create a kindly feeling which makes orders come easier. We consider these publications worth all they cost and spare no effort to make them just as helpful as possible. All that is needed to get out a successful paper of this type is an editor with a nose for news of real value and interest, and the ability to write in a clear, cheerful, human way. Fine writing won't do, too much technical talk is harmful, unless addressed to an audience exclusively composed of engineers; and the big "I" must be shunted up disused siding and left there.

A house organ of the type which we have described can be conducted successfully for almost any technical product, if someone will ferret out the human side of its story, fix helpfulness as the policy of the publication, and not try to make each issue a noisy clatter of advertising chatter. This requires almost Spartan restraint and real editorial ability, but the results are well worth while.

Car Advertising Man Opens Agency

Stanley E. Gunnison, who has been connected with the car advertising field for the last fifteen years, has resigned his position as sales manager of the Broadway Subway and Home Borougs Advertising Company, New York, which he has held for five years, to become president of the Stanley E. Gunnison, Inc., advertising agency with offices at No. 26 West 44th street, New York. Mr. Gunnison is well known among New York advertisers and will enter his new field with every assurance of success.



STANLEY E. GUNNISON

Back to Human Principles to Adjust "Kicks"

The Kind of Common Sense Treatment That Puts the Dissatisfied Customer on a Friendship Basis

By PAUL W. KEARNEY

THE law tells us that two or more parties are necessary to a contract. Before we can do business, there must be a seller and a buyer. The two parties established, the stage is set for the completion of the play, and upon these two characters depends the success or failure of the entire business show.

Other folks have occasion to deal with these people in the casts allotted them above, but because so often they play dual roles, we at the moment are interested in the other presentations they have to offer.

Oftentimes, as the play progresses, you will eventually recognize these self-same actors somewhat disguised. Instead of "buyer and seller," they engage in the equally as interesting parts, Kicker and Kickee. And there's our cue!

In order that we may be intelligently interested in the remainder of the pantomime, we must appreciate several fundamental truths: one is that the man with a complaint is none other than the man who some time back signed the dotted line. At that time he was a normal human; he leaned over his counter, perhaps in his shirt sleeves, listening to the words of wisdom flowing from the silver tongue of your salesman; he laughed at the traveller's jokes; he cracked a few himself; he chewed his cigar stub reflectively as his mind began to change; he talked intelligently about his stock, his trade, his customers, and their wants; and when he finally became sold, he had risen to the status of a prince in the estimation of your representative who had found him a decent, reasonable human—the kind of a fellow a man likes to deal with.

MUTUALLY "SOLD"—AT FIRST

And your representative, having made a good impression on that customer, sold him not only on the goods he purchased, but also on the obvious fact that your firm was the right kind of a firm to deal with, because it maintained the right kind of ideals, carried the right kind of goods and aimed to treat its customers in the best manner possible.

He looked good to your representative—and, therefore, to you—and your representative looked and sounded good to him: therefore your house filled the bill.

But that was some time back. My! How things have changed. What versatile artists carry parts in this show!

That good-natured, reasonable human being has cast aside his cigar stub, rolled down his shirt-sleeves and now appears with a pitch-fork, a darted tail, two horns just north of his ears and breathing fire from his nostrils. And that high-idealed house with its cracker-jack line and its admirable ambitions has been transformed into the embodiment of six gunmen, three pickpockets and the oil trust incarnate.

When you and I appear on the scene, either as complainant or adjuster, we arrive exactly at the point where the customer and house become divorced or reconciled. For it is precisely at this stage where the proper attitude will commence to save the day or the wrong attitude will fumble an opportunity. The average untrained adjuster will smash all of his chances by permitting his temper to become ignited by the essence of brimstone packed in that complaint letter. He will go off the handle, so to speak, by accepting the kicker on his appearances instead of his hidden character.

The competent adjuster will not be buffaloed by outward signs. He will instinctively remember the happy, lovable scene enacted in the little country store some month or two before, where the atmosphere was laden with the wholesome oder of ground coffee, cinnamon and bum cigar smoke; he will see the white apron and rolled-up sleeves of the country store keeper instead of the costume of Mephistopheles; he will recall the willing pencil and the hungry dotted line instead of being frightened by the electrified sword and an exploded opinion.

SHOULDN'T FORGET HIS HUMAN SIDE

For his customer, who has just written a nasty, unreasonable letter, damning your house and your methods and your goods beyond the confines of this hemisphere was once a rational man—the kind of a fellow

$1,000 for $10

PERHAPS

Maybe you'll benefit even more by a single suggestion of the Ad Man who is consulted by some of the biggest and most successful department stores and specialty concerns thruout the U. S.

For $10 I will criticise your page ad — or two half page ads — or four smaller ads — and give you the benefit of my vast experience. For the proof of the pudding ask the

BAILY COMPANY,
Cleveland, Ohio.
WM. ERLANGER COMPANY,
Canton, Ohio.
M. M. THOMPSON CO.,
Cedar Rapids.
FT. WAYNE OUTFITTER CO.,
Ft. Wayne, Ind.
ARTHUR NEWMYER,
NEW ORLEANS ITEM,
THE DENVER POST,
THE POWERS-BEHEN CO.,

and a score of others in Denver — and many more whose names I will furnish upon request, if you doubt the value of such service.

SIGMUND
the Ad Man

Mack Block :: Denver

KNOWN EVERYWHERE

with whom a salesman likes to deal.

And the sooner you lead him back to that frame of mind, the better for everyone concerned. Your attitude is the first requisite. If you will only allow that had you been in his shoes, inspired by the promises and prophecies of a salesman word-artist, and expectant of great things to come out of the order blank graced with your signature, you, too, would be miffed if that man's house had unexpectedly jerked away the props erected by its representative.

You must without delay get around to the other side of his counter and look at the whole deal through his eyes. You must imagine yourself in his position, feel his feelings, think his thoughts, and enact his actions before you can get the proper slant on that complaint.

Why is he angry? Why is he disgusted? Why is he peeved? Simply because your own house, through the medium of a salesman, led that man to believe one thing and time proved to him that he had been led astray. He expected, rightfully, to be wholly satisfied. He has not been. And regardless of the reason, the mere fact that he has been disappointed is psychological reason enough for him to go on this tirade.

You must go back to the original state of affairs before you can deal with him. You must recall what a prince of a chap he *was* and figure that he would still be a prince if it were not for some good reason.

That much accomplished, you've advanced considerably. The good reason is the next step—you have it in your hand. Read it. We're not at all interested in its details now: as a generality only, it represents the reason for this man's change of mind. Justified or not, that complaint proves by the very fact that it is a complaint, that its author has been—or believes he has been—tricked, deceived, double-crossed. If you felt that way about a man or a firm, wouldn't you say nasty things?

Grant that, and the complaint is as good as adjusted. Visualize that kicker as a disappointed customer whom your house has deceived, and you will by instinct do the proper thing. The fact that he has no right to be disappointed is a mere detail. The fact that it is his own fault, is negligible. The fact that he expected too much in the first place doesn't count as a general principle, until you realize that is ordinary human nature for a man to be disgusted when his expectations have been spurned.

Appreciating that bit of sidewalk-psychology, you will go about the rest of the case with confidence and tolerance.

The first requisite in adjusting complaints is the recognition of the plain truth that the Kicker is a normal human being and expects to be dealt with as such. That acknowledgement erases "vs." from the phrase "Kicker vs. Kickee."

Buying Habits "Healthier"

One sign of returning health in the business world is that in the last sixty days there has been a greatly increased demand for the less expensive grades of merchandise—dependable goods at moderate prices—and a relative falling off of the higher priced fancy grades which had been in such feverish demand for several seasons. The average person seems to be returning to the habit of seeking good articles at a fair price rather than accepting the most expensive thing without question.—*The Jeweler's Pocket Magazine.*

Record Sales of Radium

An unusual record in the sale of radium has been made according to James C. Gray, president of the Standard Chemical Co. In July the company has sold two and one-half grams of radium, portions of this being sent to Japan and Australia, and the balance remaining in the United States. Purchase by the state of New York of two and one-quarter grams of radium, the largest single commercial transaction of its kind ever made, and the first sale to any state for a purpose of social welfare was announced in a dispatch from Albany. Acquisition of the radium was made possible through an appropriation of $225,000 by the New York legislature.

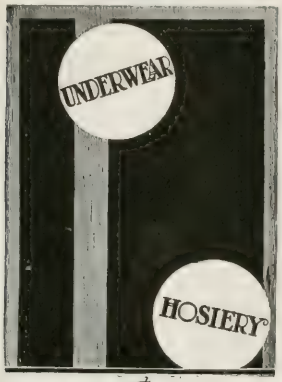
Jones With Stevens-Duryea

R. B. Jones, who for the past year has been assistant to the sales promotion manager of Willys-Overland, Inc., at Toledo, has joined the organization of Stevens-Duryea, Inc., Chicopee Falls, Mass. Jones will serve as assistant to George M. Perry, vice president and general manager of the company.

Benefit From Reading "A. & S."

Editor, Advertising & Selling: Please enter our subscription for one year for Advertising & Selling, letting it come forward each month addressed for the attention of The Service Department of this company.

We have read several issues with much interest and know that we will enjoy as well as receive much benefit from reading the helpful articles on the advertising specialty business that you have from time to time.—Clarence W. Payne, Service Dept., The Kemper, Thomas Co., Cincinnati, Ohio.



The Underwear & Hosiery Review
320 Bway New York

The Woman's Viewpoint
backed by a long experience
in all branches of
ADVERTISING
ADVERTISING
COPY SERVICE BOOKLETS
MINNA HALL SIMMONS
15 West 38th Street
Room 1205
PHONE GREELEY 5596

We specialize in house to house distributing of
Advertising Literature and Advertising Samples
We solicit your account.
JAMES T. CASSIDY
206 No. Front St., PHILADELPHIA, PA.
Write for our paper "FACTS."

THE JEWELERS' CIRCULAR New York, has for many years published more advertising than have the seven other jewelry journals combined.

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.
POSTAGE · 18 East 18th St., New York City

Topeka Daily Capital
Sworn government report for 6 months ending Apr. 1, 1919 35,247
Arthur Capper Publisher
TOPEKA, KANSAS
Member Audit Bureau of Circulations

"GIBBONS KNOWS CANADA"
MONTREAL TORONTO WINNIPEG

Among the Better Books on Business

A Review of Publications Concerning or Related to Advertising and Sales

The New Industrial Unrest—Reasons and Remedies. By Ray Stannard Baker. 231 pages. Doubleday, Page.

After interpreting the Peace Conference to us in "What Wilson Did at Paris," Mr. Baker has turned from the dreams of international politicians, at Paris to the actualities of the labor situation at home in the United States. Starting with the dramatic fact of the recently ended steel strike, he makes a determined effort to get at and to estimate the causes back of current unrest now manifesting themselves in conflicts like this and to sketch a practical remedy for this disease running through the body industrial. He finds a crying need for the democratization of American business and develops in an interesting manner the Shop Council system of settling labor disputes. This is a book that can be read without undue alarm and with much benefit by all employers of labor.

Dyke's Automobile and Gasoline Engine Encyclopedia—Treating on the Construction, Operation and Repairing of Automobile and Gasoline Engines; also Trucks, Tractors, Airplanes and Motorcycles. By A. L. Dyke. 940 pages. Profusely illustrated. Published by A. L. Dyke, St. Louis, Mo.

It is presumed that the reader of this notice, being a successful business man connected with some branch of merchandising, owns an automobile. If he is very successful, he probably has a chauffeur to go along with it and to diagnose its troubles. In either case, for his own or for his chauffeur's sake, he will find the purchase of Dyke's "Encyclopedia" a wise investment. This volume, now in its twelfth edition, is, as a London publication is quoted as saying, "the most comprehensive, exhaustive and informative work yet published on the subject of the motor car and its technique." The reader who has taken to the air for transportation or sport will find and read with interest the section in the "Encyclopedia" devoted to the airplane.

Inventions—Their Development, Purchase and Sale. By William E. Baff. 220 pages. Van Nostrand Company.

Mr. Baff, who is a well-known patent attorney, in dealing with the big selling problem represented in the marketing of an invention, gives us a new definition of an inventor. "It takes knowledge," he says, "to make a business man, but it takes genius to make an inventor. An inventor can invent and sell, while a business man can only sell."

Perhaps it is true that an inventor has not really invented anything tangible until he has fitted it logically into the scheme of things—invented a selling proposition to go with it. "Inventions" is the book of the modus operandi of "putting across" the worthwhile invention. It is not enough, as the author points out, to have a good thing; you have got to convince the public that it is "good," find a market and create a demand. For inventors who want to be real inventors in the sense that Mr. Baff uses the term, here is a helpful analysis of their selling problem and a guide toward the creation of an efficient selling proposition.

Putnam's Handbook of Buying and Selling—Telling in a Simple and Practical Way How to Succeed in Business. By A. Frederick Collins and Virgil D. Collins. 296 pages. Illustrated by Charts. Putnam. $1.90.

"This book," say the authors in their preface, "gives you the hard and fast methods of modern merchandising. It is so simple that however little you know about business you can understand it, and it is so practical that you can use it at once and with telling effect."

These statements may be granted with the exception of the last phrase. Whether you can use it "with telling effect" depends, of course, upon yourself.

There is no royal road to success despite the unquenchable hopes of the sanguine youth whose kind will make up an appreciable proportion of the readers of this book. On the other hand, there is a swift descent to failure for the business man who neglects to acquaint himself with such basic rules of the buying and selling "game," as the authors call it, as are set down in this book. There are not ninety failures out of every one hundred men in the field of merchandising—though the authors repeat that ancient bit of pessimism—but there are altogether too many due to waste effort and futile groping in a darkness that can be much dispelled even by reading such bald statements of the facts of buying, selling and credit methods as are compiled in the "Handbook."

Commercial Advertising—Six Lectures at the London School of Economics and Political Science (University of London). Lent Term, 1919. By Thomas Russell, president of the Incorporated Society of Advertisement Consultants, and former advertisement manager of the London *Times*. 297 pages. Putnam.

"Commercial Advertising" is a book of fundamentals. Its materials were written for the education of a class of young men and women at London University in the practical principles of the science of advertising. With that purpose in view, Mr. Russell has not scorned theories or generalities. On the other hand, he has stuck to tried theories and to generalities that help by broadening the sometimes restricted outlook of the man in the office. We may say that the former advertising manager of the "Thunderer" has been inspirational if we add that he has gone for the bases of inspiration to actual campaigns, to current examples of advertising success—with chapter and verse named in his volume. "Commercial Advertising" gives us a new view of the real understanding of advertising problems that obtains among British advertising men and puts us under fresh obligations to the author of "Success in Retail Advertising."

New Copy Director for Greig & Ward

Y. K. Smith, formerly copy writer and account executive for Critchfield & Co., Chicago, has joined the staff of the Chicago agency of Greig & Ward as director of copy. Mr. Smith was at one time associate editor of *Farm Mechanics* and the *American Builder*.

Shampoo Company Has New York Sales Office

The advertising and sales departments of the R. L. Watkins Company, manufacturers of Mulsified Oil Shampoo, are now located in New York, headquarters remaining in Cleveland. The New York office is at No. 28 West Forty-fourth street. Malcolm B. MacIntire is in charge of the advertising.

Savage Arms Earnings

Savage Arms Corp. for the three months ended June 30, 1920, reports net earnings after Federal taxes and preferred dividends of $125,304, equivalent to $1.61 a share earned on the $7,748,000 common stock as compared with net of $82,035, or $1.06 a share in the preceding quarter, and $439,526, or $5.52 a share on the $7,958,000 common stock in 1919.

SALESMEN WANTED

There is an opening with a very well known publication for two salesmen on a commission basis.

One position is for New York territory and the other in Chicago. Please write fully, stating past experience, as no attention will be paid to letters that do not contain full information about the applicant. Every letter will be treated in confidence.

Both of these positions should be worth from $5,000 a year up, depending entirely upon the ability of the salesmen to produce business.

Address Box 270, care Advertising & Selling, 471 Fourth Avenue, New York.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

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August 7, 1920

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A TECHNICAL MANUFACTURER'S HOUSE ORGANS.....*E. P. Brown* — 36
How Three Institutional Magazines of the American Hoist & Derrick Co. Operate.

BACK TO HUMAN PRINCIPLES TO ADJUST "KICKS"..*Paul W. Kearney* — 39
The Kind of Common Sense That Puts the Dissatisfied Customer On a Friendship Basis.

AMONG THE BETTER BOOKS ON BUSINESS..... — 41
A Review of Current Publications Dealing With or Touching Upon Advertising and Sales.

Calendar of Coming Events

August 9-13—Convention, Inter-State Exhibitors' Corporation, New York.

August 12—Convention, Wool Stock Graders' Association, New York.

August 12-14—Convention, National Cigar Box Manufacturers' Association, New York.

September 14-16—Annual Convention, Outdoor Advertising Association, Cleveland, Ohio.

September 27-30—Annual Convention, National Association of Advertising Specialty Manufacturers, Hotel Sherman, Chicago.

October 6—Annual Convention National Association of Electrical Contractors and Dealers, Baltimore, Md.

October 11-13—Annual Convention National Association of Purchasing Agents, Chicago.

October 18-22—Annual Convention, American Bankers' Association, Washington, D. C.

October 25-29—Convention, National Wholesale Druggists' Association, Cincinnati, Ohio.

October 27-29—Annual Convention, Direct Mail Advertising Association, Detroit, Mich.

South America Welcomes Our Trade

Charles T. Ritter, representative of several New York business houses in Buenos Aires, giving his impressions of trade conditions and trade competition in South America to the metropolitan newspapers while on a business trip in New York, said last week:

"At the present time the Argentine is enjoying prosperity such as no other country has ever known. All the countries of South American thrived during the war, but with her vast resources of beef and wheat, the Argentine practically supplied the world with these and other food products, and as a result became the leader of a large group of prosperous South American countries. Her millions are now being freely spent in the improvement of the country and the development of trade, which, of course, has to be readjusted with the new conditions since the war.

"With the growing understanding between the United States and the countries of South America, which is particularly marked, the opportunities for trade are untold. The Americans are going ahead at a great rate and American merchandise is everywhere accepted as superior. Of course, England has her place in the field, but only with her textiles does she create any keen competition for us. Germany is sending her agents in great numbers and her cutlery and kindred manufacturing products are much in demand. But the field is logically ours, and if we continue our present methods we will occupy an enviable place in the commercial field of the Southern contingent. Our electric goods, automobiles, steel materials, dry goods and rough goods are considered vastly superior and there is a ready market for these commodities.

"Japan has failed utterly in developing its South American trade. A few years ago it appeared as though the Japanese would supplant the Germans and these new competitors were very enthusiastically received, but when inferior goods were delivered and continued to arrive the sentiment changed speedily until now many lines which they formerly held have been closed out completely. The only exceptions are silks, hair goods and cheap notions. Their goods showed very poor workmanship and they were content to employ cheap and inexperienced labor.

"However, there is one thing we must understand in going into the South American market. They are in earnest in centering their attention toward developing their trade and they will not meekly countenance our going into the market at times when our domestic market is dull. We must realize that it is a rich, steady field and one that is not to be neglected, no matter how prosperous we are at home. The present rate of exchange is hurting us, but this is only a temporary condition, I believe."

New Members for Newspaper Department

New additions to the membership roster of the Newspaper Department of the Associated Advertising Clubs of the World since the Indianapolis convention include the *Advertiser*, Honolulu, Hawaii; the *News-Dispatch*, Union, N. Y.; the *Register* and the *News Item*, both of Mobile, Ala.; the *Chronicle* of San Francisco.

Short Talks to Advertisers



NUMBER THREE

"Motor Habits" in Reading

In reading a page the eye rapidly acquires what psychologists call a motor habit of reaction—it takes in a certain proportion of a line at one fixation and pauses of vision occur at approximately the same points in every line.

This rhythmical sequence of eye movement promotes ease and rapidity of reading;

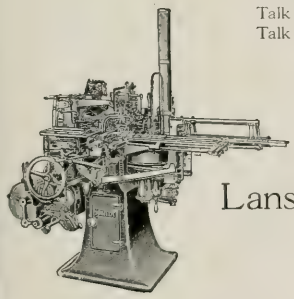
—if continuously interrupted by lack of legibility—the necessity of perception of the different parts of a word instead of it being conveyed as a complete image, the eye cannot form this helpful motor habit;

—if perception is not instantaneous, the law of "associative expectancy" is inoperative—successive sections of a single word are the center of attention and the *pauses* become full stops—and have added frequency—with attendant loss of assimilation of thought.

Compactness of word-forms is an aid to instant perception; —it is inherent in the *single-letter* product of the "Monotype" Composing Machine.

Your printer knows!

Talk No. 1.—Getting Your Message Across
Talk No. 2.—Single Types
Talk No. 3.—"Motor Habits" in Reading
Talk No. 4.—Alignment
Talk No. 5.—The "Art" of Composing Type
Talk No. 6.—Ben Franklin and the Monotype



Lanston Monotype Machine Company

PHILADELPHIA

NEW YORK BOSTON
CHICAGO TORONTO

Monotype Company of California, SAN FRANCISCO

287

This Advertisement is set in Monotype Series No. 38, Borders 12-Point No. 256 and 6-Point No. 190, and Monotype Rule

If any previous number of this series failed to reach you, a postal will bring it

You've been thinking of
thirty five cent magazines
in terms of thousands of
copies circulated among
"quality readers"©

#

Now think of a thirty five
cent Cosmopolitan in terms
of a million copies (plus)
bought at the full price by
nearly everybody worth while©

#

Isn't it worth two million
circulation at any lower price?

Mitchel Thoseby

July 1920

Advertising & Selling

AUGUST 14, 1920

THE NET PAID
CIRCULATION OF

THE NEWS

Now Exceeds

ONE QUARTER
OF A MILLION
DAILY

Public Library,
Kansas City, Mo.

Of This 98 Per Cent
Is In Greater New York
and Suburbs

ADVERTISING OFFICES

512 Fifth Ave., New York
Phone Murray Hill 2785

Care Chicago Tribune
CHICAGO, ILL.



"This Return-Card Idea is a Winner"

"Perforated right into a corner of the broadside! Why, that's so inviting that an examination of the broadside doesn't seem complete until you tear off the card and mail it."

A POST CARD perforated into the corner of a direct-mail piece has been proven unusually efficient. Besides, it cuts the cost of an extra run for separate cards.

When Foldwell is used, perforated cards do not damage the broadside, for Foldwell resists cracking even when punctured with holes.

Its long, strong fibers make Fold-well an unusually good paper for this use. Even under the strain of double mailing it will preserve the freshness and effectiveness of your literature. Foldwell Coated Papers are made in Book, Cover, and Writing. Send for our booklet "Illustrating the Sales Letter."

CHICAGO PAPER CO., Manufacturers
828 S. WELLS STREET CHICAGO, ILL.
Nationally Distributed

FOLDWELL

COATED WRITING
COATED BOOK
COATED COVER



ADVERTISING & SELLING, AUGUST 14, 1920

30th year. No. 8. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1870. Price, 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City



Said a Merchant to a Salesman

"No doubt that's a good advertising campaign"—but what good will it do me?"

"Seventy-five percent of **my** trade comes from farm people. **They** read farm papers."

"Give me farm paper advertising. That's real advertising. Why, if it were not for my farm trade I should not be in business."

"If you want me to stock your goods on the strength of advertising, you must place your sales message in those papers **my** customers read."

Mr. Advertiser — don't place your traveling men under this handicap. Plan an efficient farm paper campaign concentrating around those country merchants your men are trying to sell. On investigation you will find that

THE STANDARD GROUP

of quality farm papers is the most practical and efficient selling force you can use to help your traveling men stock these merchants. It consists of

THE STANDARD FARM PAPERS

Reaching each week over 1,150,000 leading farm homes

Wallaces' Farmer
Established 1895

The Ohio Farmer
Established 1848

The Wisconsin Agriculturist
Established 1877

Prairie Farmer, Chicago
Established 1841

Pennsylvania Farmer
Established 1880

The Breeder's Gazette
Established 1881

The Michigan Farmer
Established 1843

Pacific Rural Press
Established 1870

The Farmer, St. Paul
Established 1882

Hoard's Dairyman
Established 1870

The Nebraska Farmer
Established 1859

The Progressive Farmer
Established 1886
Memphis, Dallas
Birmingham, Raleigh

Western Representatives
STANDARD FARM PAPERS, INC.
Conway Building, Chicago

Eastern Representatives
WALLACE C. RICHARDSON, INC.
381 Fourth Ave., New York City

All Standard Farm Papers are members of the A. B. C.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising — Established 1891

J. M. Hopkins, President;
H. B. Williams, Vice President;
William B. Curtis, Treasurer;

ADVERTISING & SELLING CO., Inc.,
471 Fourth Avenue, New York, N. Y.
Telephone, Madison Square 1765

M. F. Duhamel, Managing Editor;
Ralph B. Smith, Associate Editor;
George Roosevelt, News Editor.

30th Year | AUGUST 14, 1920 | Number 8

Advertising Your Advertising to Your Most Difficult Prospect

Salesmen of the National Biscuit Company Carry the Message of the Company's Advertising Directly Into the Hands of Dealers for Maximum Results

By W. S. ALLISON
Advertising Department, National Biscuit Company

W. BROAD, Grocer and Dealer in Fruit and Vegetables, in Pine Bluff, Arkansas, prides himself on being a great reader. He goes through the local daily paper regularly, and takes two trade papers and a fiction magazine. Sometimes he is induced by an unusually masculine cover design to glance through the woman's journal, to which his wife subscribes.

This includes practically all of Broad's reading outside his ledgers, unless one excepts the advertising posters which compel his eye on his way to and from the store every day. Is it strange that when your salesman calls on Broad to take an order for a new product, which you have been featuring in various publications for several weeks, Broad can truthfully say he has never heard of it?

It is upon grocers both more widely and less widely read as well as those of the Broad type that the manufacturer depends for the last consummation of commerce for which he devoutly hopes—the actual sale of his goods to the consumer. You may advertise till the face of the earth seems only a resting-place for your poster boards, but if the grocer to whom the consumer who reads and acts on the message of the poster is not a partner in your selling game, you can hardly hope for results commensurate with your advertising effort.

To make sure that the grocer, whether he be of the Broad type or like the foreigner who can hardly read, is acquainted with the efforts the company is making to bring him and the customer together, the National Biscuit Company issues to its salesmen each month a folder describing through illustration, some phase of a present or coming advertising campaign. Theoretically, the folder takes up only the coming month's new advertising, but in practice frequently space is given to advertising that continues from month to month.

You notice that the folder is sent to the company's salesman, and not to the grocer direct. The purpose is two-fold. It insures the salesman's acquaintance with the company's advertising, and it makes sure that the grocer is also acquainted with that same advertising, in a more unavoidable way than he ever would be if the matter went to him *via* the mail bag.

This folder in hand, the salesman can approach his customers with a good knowledge of the company's current advertising. He can show the grocer reproductions as they appear in the folder and, in addition, in many instances copies of the actual advertisement, when it is a car card or other small-sized piece. He can say, "These, Mr. Broad, are some reasons why you are going to have many calls for our goods next month. This advertising will appear in all the street cars of the country. Of course, you will want to be prepared for the increased demand."

The grocer likes to know about things that increase his business, although he may not and usually does not make any effort to get this knowledge for himself. When the grocer learns that a special campaign emphasizing Nabisco Wafers is being featured in the women's magazines, he is soon convinced of the need of stocking up on this variety. Of course, it would be difficult to use cuts showing just how the company's advertising is to look on the pages of numerous magazines, so the salesman is urged, whenever possible to carry a copy of the magazine also, to show the grocer the actual position of the advertising on the page.

Getting Your Advertising to Dealers

MANUFACTURERS whose practice it is to shoot hundreds or perhaps thousands of dealer folders and other dealer-helps broadcast without more than cursory attention to what becomes of such material, should be enabled, by reading the accompanying article by Mr. Allison, to effect great savings in dollars and at the same time secure a vastly greater percentage of effectiveness in this work.

Unquestionably dealers all desire "helps." But many of them will appreciate the compliment of having a house representative call upon them bearing with him such material, and submitting with it an explanation in detail of its usefulness.

They also will be more attentive to a salesman's story of how the house is advertising and how the dealer can participate in the benefits of such advertising, than to a letter, possibly in circular form, reaching them at a moment when they have other things on their minds.—THE EDITOR.

The point which is constantly reiterated is the far-reachingness of every advertising effort of the company and its consequent effect on sales. This is the message one folder transmitted to the grocer: "All over the country street car passengers, who number approximately 40,000,000 daily, will be confronted by these quickly grasped messages of something very good to eat, Uneeda Biscuit, the best soda cracker ever baked and Nabisco Sugar Wafers, the incomparable dessert confection."

Another purpose of the folder is to show how merchants can make effective use of the newspaper electrotypes and other helps which the company supplies for local advertising. A reproduction of an actual advertisement inserted by dealers helps wonderfully to make the grocer visualize what he can likewise do. Similarly, hangers and window cut-outs shown in place appeal because they show him what they will look like when he puts them up in his own store.

THE FORM OF THE FOLDER

In form, the folder is usually a four or eight-page pamphlet, 7x 9¼ inches in size. As a rule, it is printed in black and white only, although occasionally a touch of carton slips inserted in In-er-seal Trade Mark packages in a pasted-on transparent envelope or by pasting these slips directly on the folder or by reproducing magazine copy in color.

An idea was adopted to show various sugar wafer hangers used with soda fountains. The hangers were printed on circular, movable discs which could be turned to show, through a window cut in a fountain view, each hanger in position on the wall.

As was said before, the folder consists largely of illustrations. The copy hammers home the reasons why their widely distributed originals are creating an increased demand for the products featured. The folder is a most effective means of advertising the advertising of the company to the most difficult of its prospects—the grocers, and at the same time keeping 200 branches and over 2,000 individual salesmen informed on the advertising.

Advertising to the Semi-Technical Reader

Experiences in Publicity Directed to the Uses of Certain Products Convinced the Wollensak Optical Company Its Language Must Be First of All Easily Understandable

By M. C. WILLIAMSON

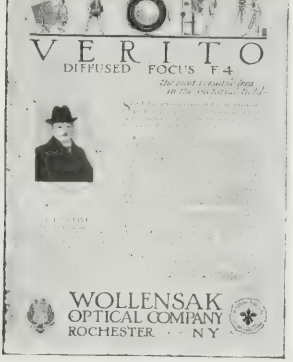
Promotion Manager, Trade Department, Wollensak Optical Co.

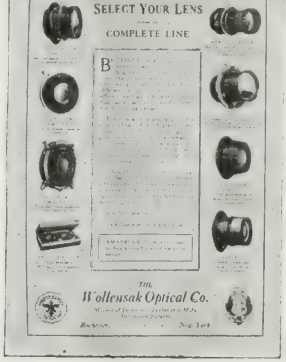
IN ORDER to show the full significance of the title of this article, let us arbitrarily divide advertising into three classifications, "non-technical," "semi-technical" and "technical."

Magazines of general circulation and even some class publications would carry advertisements of the first group—the "non-technical." "Semi-technical" publicity would be used in such mediums as agricultural, automobile, needle-work, photographic and like publications, whose circulations comprise a distinct class, but one that is technical only to a very limited degree. Medical, musical and mechanical journals might be used to illustrate the "technical" advertising field, inasmuch as their readers are usually well versed in the peculiar requirements of their profession or trade.

It is rather hard to draw a dividing line between technical and semi-technical. Suffice it to say that to my mind the advertising of our photographic products constitutes a "semi-technical" proposition. The average amateur photographer—yes, even the average professional, only partially understands the optics of photographic lenses or the chemistry of development. Hence, he is by no means technical.

Having completed the prologue, let us go on with the show. How can the "semi-technical" advertiser best present his proposition to his readers? What mediums shall he use? How can he make his advertising distinctive, effective? I will not endeavor to explain fully these many phases of the proposition. Rather, I will relate how we







Three Distinctive Specimens of Semi-Technical Advertising "Copy" Employed by the Wollensak Optical Co.

have advertised Wollensak photographic lenses, in the hope that some advertiser may find ideas of assistance and guidance.

An advertisement, to be effective first must be understood. This fundamental is obvious. The manufacturer who fails to observe it will be in pretty much the same predicament as a certain doughboy who went into a store in France to make a purchase. The salesgirl short-changed him and, failing to make her understand his cause of complaint, he called to a "pal" who was passing by: "Hey, Bill, can you speak French?"

"Yes."

"Then come in and tell this French dame I've some more money coming."

Bill entered and addressed the girl: "Parlex vous Francais, mademoiselle?"

"Oui, Oui, M'sieu'" she responded.

"Then, why-in-hell don't you give this guy his change?"

In order to make our advertisements understood by all, we phrase them in such a way that the man who has only a rudimentary knowledge of photography will comprehend their significance. In other words, we avoid technicalities to as large an extent as possible.

For example, here we have an advertisement on "The Verito Diffused Focus Lens" for distinctively different portraits and landscapes of rare pictorial quality.

Technically phrased, this might read "a lens obtained by combining a certain degree of chromatic and spherical aberration which results in a confusion of light rays and a diffusion of image." Sounds nice, doesn't? But to most photographers it doesn't mean anything.

The semi-technical reader is more interested in what your product will do than how it will do it. The possible purchaser of one of our Velostigmat Lenses would be truly interested in the fact that "the Velostigmat will produce sharp, clean-cut pictures with sparkling detail." But it would be nothing in his young life if we stated, "By the elimination of aberrations, coma, distortion and flare, an image of sharp definition is obtained." These expressions find their way into our catalogue, but there we have the room to elaborate on their meaning.

The choice of media is sometimes a puzzle to the semi-technical advertiser. With us, the answer is the most obvious. We use primarily those publications whose circulation is composed of practically 100 per cent possible buyers. The readers of photographic journals, whether they be amateur photographers or operators of studios, might all be considered as prospective customers. With concerns manufacturing cameras, although their product is photographic, it is likewise non-technical. So they can advertise in magazines of general circulation as well, insamuch as practically anyone might be considered a prospect for a camera.



The difficulty of explaining technicalities is here overcome by the showing of results obtained

Where there are a number of journals in the field, how can an advertiser select the best media without the use of all of them? The answer to this is easily derived by a comparative test of results. It is also well to note the extent to which older advertisers of allied products use the various journals, as their experience would naturally lead them to the use of the best paying media.

In our case, we advertise not so much with the idea of creating immediate sales, but rather to implant so strongly in the minds of readers the idea of the quality of Wollensak products, that when they are in the market for a lens they will quite naturally turn to us for assistance and guidance in the selection of the proper outfit. Actual sales do, of course, result, but this is not the primary reason for our publicity. So in our selection of media, we are guided by both factors suggested above, our own experience in volume of inquiries, and the apparent effectiveness of the different publications as evidenced by contemporaneous advertisements.

We have a distinct sub-division of photographic journals to reckon with. This is the dealer house organ, published by the photographic supply house. There are, roughly speaking, a couple of dozen of these house orgains in the country.

Why do we use these? Primarily to help out the efforts of our dealers and maintain their good-will. Secondarily, because of their advertising value. Such media are not, quite naturally, as effective as the magazines of more general distribution and paid circulation.

In the use of these house-organs, we have employed a stunt that might be effectively applied in other fields. Besides our regular advertising, for which we pay, we submit from time to time little articles of a newsy nature telling of the application of our products in different fields of endeavor and illustrated by electros that we furnish. This material, if it be written judiciously, is appreciated by the dealer, inasmuch as it helps him out on the editorial side and adds to the sales effectiveness of his booklet. However, in using this scheme, it is essential that the news idea be paramount, and the advertisement subordinated. After telling the story, we might casually end up with the afterthought, "By the way, we carry these lenses in stock and would be mighty glad to send one on thirty days' trial to any of our customers' friends."

So much for the choice of media.

THE USE OF ART WORK

To what extent should art work be used in semi-technical advertising? Let us turn to our advertising primer and there we will find that the first essential quality of an advertisement is attention. It must attract the reader's attention in order to be read. Wonders can be worked by the use of type alone, but it is likewise true that the advertisement with an attractive and attention-getting illustration is oftentimes much more effective than one without. The illustration need

not be elaborate or expensive so long as it adds to the attractiveness of the "copy" and compels attention.

With an abundance of photographs to choose from for illustrative purposes, we could easily dispense with art work if we cared to do so. But by conbining these photos with attractive decorative schemes we have succeeded in making them much more distinctive in character.

Even if it be merely a neat, decorative border, seriously consider the possibilities of the use of art work for making your advertising more distinctive and effective. If you have a trade-mark that lends itself to artistic treatment, use it. Our trade-mark consists of a fleur-de-lis in a seal and we almost always employ this in our publicity. It decorates and adds unity to the advertisements, making them readily recognizable to the reader of the photo journal.

Before some advertising man beats me to it, I'm going to offer a general criticism of the advertisements illustrated herewith. While each is complete in itself, they lack a unity of style and make-up. Recently, we have adopted a panel treatment for the text and characteristic type for the signature, in the endeavor to make our advertisements similar to a certain extent. Probably we can even improve upon this idea.

We have a family of products, all of which require a certain amount of publicity. There are a dozen different types of lenses, each intended for a particular scope of work. Naturally, we give particular emphasis in our publicity to the "leaders." Generally, our advertisements feature only one product at a time. Occasionally, we advertise two lenses for similar requirements but differing in minor details. Once in a while, we even feature the complete line. But in the treatment of our family of products, we have found the first method preferable.

To sum up, it has been our experience that in advertising to the semi-technical reader, the best results can be obtained by the avoidance of technicalities, by simplicity of expression, by the judicious use of artistic treatment, and by a unity of style and composition.

Advertising to End Business Depression Talk

A Well Thought-Out Suggestion to Stop the Spread of Thought That Ultimately Would Weaken Our Commercial Morale

By G. I. SNOWDEN

Sales and Advertising Manager, Archbold Mfg. Corporation, Rochester, N. Y.

MY friend Perkins, the wholesaler, and I were out for lunch last Thursday. In the place of Perkins' usual happy countenance I noticed a troubled, worried one. "What's the trouble, Bert," I asked—"for goodness sake wipe off that frown. An eminent scientist tells us that it takes 64 muscles of the face to make a frown—whereas it takes but 16 to smile. Why work overtime?"

"Charming philosophy, oh sunshine king," said Bert, "but endowed with my troubles you too might look pained."

"Open your heart," said I, "and air your troubles. Just what is it that ails?"

"Oh, nothing in particular," he answered, "except things just don't look right. Business is slow as it can be. The retailer is ordering very little and besides that, is paying poorly. I, for one, look for pretty hard times for the coming year, and I'm not the only one. One hears it from others. A salesman who travels for a competitor of mine just returned from a trip. 'Business is very poor,' he reports. 'Why last year this time a retailer would ask me for two dozen Everbuzz Alarm Clocks and I would say, 'I'll do what I can for you' and then we would probably ship him one-quarter of a dozen clocks. This year he won't order at all.'"

"And he's not the only one," continued Bert. "Monday when I was getting in the elevator, Frank Gilbert, who is in the wholesale hardware business met me and asked how my business was. 'Not very good,' I said. 'Nor mine,' said he. I had been worrying about it, thinking perhaps it was my fault that my business had fallen off, but apparently since it is falling off in other lines, the condition must be general."

Business Is Good!

WITH better-than-usual business, in the form of orders conservatively and judicially placed, some manufacturers, according to this experienced contributor to Advertising & Selling, *still persist in the talk of a coming business depression.*

Labor shortage and plentiful money combine, he says, to insure with a degree of positiveness a continued period of good commercial activity for 1920 *and* 1921.

To stop the talk of business depression, Mr. Snowden suggests that manufacturers associate themselves together in an advertising campaign which will tell the public, including both dealers and personal customers or consumers, the encouraging facts of our economic status.—THE EDITOR.

"Now look here, Bert," said I, "your stories are touching me, but, before I capitulate, tell me: About how much are you behind your last year's business?" Bert thought for a moment and admitted that his February, 1920, business was greater than his 1919 business, and also that his February, 1920, business was better than his January, 1920, business.

"The trouble with you, Bert," said I, "is that you're suffering from commercial neurosis. You're scared to death that something is going to happen to your business. You're listening to the scare-stuff of others and spreading the gloom yourself."

"You think a business panic is coming simply because the retailer is not buying his head off, but instead is buying more conservatively. Rather than be sorry you should be glad. Careful buying will add greater stability to your own business. You're worried, old man, when there's nothing to be worried about."

SOME OPTIMISTS FOREGATHER

Two other friends of mine, one a manufacturer of neckties, the other a manufacturer of clothing, were over at the house yesterday.

(*Continued on page* 53)

The New York Globe

Now on a Flat Rate

Same Rate Foreign and Local
Same Rate to All for
Like Service

■

Display 40c a Line

10% Discount for Full Copy

Best buy in New York to reach those with money to buy goods

170,000 CIRCULATION

At 3 Cents the copy

■

Member A. B. C.

The New York Globe

JASON ROGERS, Publisher

Member A. B. C.

An Analysis of Business Paper Advertising

It Too Often Reveals That the Advertiser Is Not Talking With But To An Audience of Prospects

By GEORGE E. HELM
President, King Mantel & Furniture Company

SOMETIMES I pick up a business paper like the Grand Rapids *Furniture Record,* for instance, and, glancing through its pages, find myself so interested in the advertisements of the different manufacturers that pretty soon I am pressing a button for a stenographer and dictating letters to various concerns asking for further information.

Advertisements are curious things; very much, when you read them, like people to whom you may be introduced. You usually get an impression favorable or otherwise and form an opinion in about a couple of minutes as to whether or not you wish to continue the acquaintance. Before me at this moment is a late issue of a leading furniture magazine. I read an advertisement of the Grand Rapids Furniture Company as reproduced on these pages. A favorable impression is made. I immediately take out my notebook, jot down a memorandum to see this concern when I go to the market in January and write a letter to that effect. Why? Because I have just seen a very clear, clean cut, well executed illustration from a photograph showing a dining room suite that I personally like and think will sell. I have also read the text accompanying the illustration and I find no boastful, bragging spirit therein displayed, but simple statements about "a noteworthy line of good furniture at reasonable prices."

On another page I see an advertisement of the Luce Furniture Company, but this does not impress me. Why? The pictorial illustrations do not reveal anything unusual in the way of design or beauty, and the only claim beyond this for my attention is the statement: "the largest manufacturers of bed room and dining room furniture, exclusively, in the world." This boast of hugeness I do not care for. It does not convey to the dealer any thought as to the real value of the product or how it will sell. The Luce Furniture Company—and it is a fault common to us all—assumes too much when it gives no description as to the character of its product and merely leaves it to the reader—any reader—to judge its fitness from this advertisement. "The largest in the world." *Some* claim, that; and probably true, but poor advertising, nevertheless, when unaccompanied by other worth while information that will be of real service to the prospective buyer. Henry Ford quite likely has the largest automobile plant in the world, yet I cannot conceive of his advertising management putting out a piece of publicity making no other claim for the Ford car than the fact that it is manufactured in the largest plant in the world. And if you didn't know anything about automobiles—although everybody is



GEORGE E. HELM

supposed to know about the Ford—what good do you suppose you could get out of an advertisement such as I have just mentioned? If Luce Furniture Company had supplemented its world-size claim with a few, short, forceful statements as to the quality of its furniture and how hard it was trying in these difficult times to give service to its customers, a much better impression would be made in my opinion.

Contrast the Luce page with one from the St. Johns Table Company of Cadillac, Mich. This is the text:

THERE'S A DIFFERENCE

Sometimes we hear it said that the top sells the table. This may be true in some instances, but, the discriminating buyer looks not only at the top but also what is beneath the top—the construction is vitally important if the table is to give the service it should. St. Johns tops are as good as any on the market. We think them considerably better.

There's a difference, however, in the construction—a vast difference. When you have customers that are hard to land, show them St. Johns construction. Point out the equalizer—that simple nothing-to-get-out-of-order device that automatically opens and closes both halves of the top at the same time; centering it over the base whatever length the table is extended. Let them operate the table. They will be charmed how easily it works. Call their attention to the solid cap attached to the pillar by bolts—the extra long lap in the slides that means strength. You will land the orders nine out of ten times.

Will you sell tables that represent the greatest degree of possibility in making sales or do you prefer to handle tables that you can sell only when the buying idea is on people?

A SIMPLE, HUMAN PICTURE

In the above we have a piece of copy worth while. Let's analyze it. First, the illustration depicts a scene at once familiar to every furniture dealer who has ever sold dining tables; that of demonstrating the table to a customer. The picture is human. We are told by some noted authority that the pictorial illustration should be of such fitting attractiveness as to compose 50 per cent of the attention compelling value of the advertisement with which it is associated, but in this case I am sure that the percentage is very much higher than fifty.

Second, the man who wrote this copy was talking with the dealer in an easy, natural way, making cooperative suggestions instead of taking all the space to tell about his concern. And, mind you, I said talking *with*—not *to*—the dealer. There is a difference, I can tell you. The man who talks *to* you usually views and tells his side only, but the man who talks *with* you—*is with you*—he has your interests as well as his own at heart.

Third: After a man has read over an advertisement like the one just mentioned, there comes to him a feeling pretty much like this: "Those St. Johns people must be pretty good fellows. Guess I'll write and see if I can't get some of their tables." Yes, this is just about what they think. And I know, for I am a retail furniture dealer and, while I haven't thought of St. Johns tables for years, being supplied satisfactorily elsewhere, yet this same adver-

Collier's
THE NATIONAL WEEKLY
5¢ a copy

SHALER
5 Minute Vulcanizer



Shaler and Collier's

The C. A. Shaler Co., manufacturer of the "5 Minute Vulcanizer" is using more space in Collier's than in any other general publication.

Watch Collier's

tisement is being replied to by my concern and you can bet your bottom dollar that our buyers will see the St. Johns line of tables when they go to the market the next time it opens.

Steul & Thuman Co., of Buffalo, N. Y., make an appeal in their advertising that buyers cannot at this time afford to overlook. It is expressed in two phrases, as follows:

In serving the rapidly increasing group of buyers who want really fine furniture, authentic in origin of design, conscientiously manufactured throughout, carefully finished and packed, Steul & Thuman products will help you.

Our plant, in common with all other manufacturers, is considerably oversold. We are making deliveries as promptly as possible and wish to thank our many friends for their patient co-operation.

ADVERTISING ALTHOUGH OVERSOLD

Now, people who are not in the furniture business may not appreciate as others do who are thus engaged, just what it means to have your orders properly taken care of during these strenuous days. Steul & Thuman manufacture a quality product, and although they have had on the market for only about three years the furniture they are advertising, it is very much oversold. What is paid, therefore, for advertising now is not because they want orders but because they do not wish to be misunderstood. In other words, it is an appeal sent out through a medium that reaches the better class of trade—simply saying, "Please, be patient with us. Your interests are our interests, and we are doing the best we can."

Rhinelander Refrigerators I have not seen in a long time, but there is something about their advertising that makes me want to give them a trial. First, the illustrations are (yes, this refers to the girl, too,) are attractive, and then the copy has a ring of breezey sincerity to it that makes a dealer feel like—"Well, here's a line that will sell and I can make real money handling it." And right here let me tell any advertiser who is appealing to the merchant trade that, if he can show in a proper manner the possibilities offered in a really good product to make a worth while profit, he has accomplished his aim.

The great trouble with most advertisers is that they tell their story in the business papers, the magazines, the newspapers or wherever their advertising may appear, in an entirely different manner from what they would use were they talking with prospective customers face to face. Imagine, if you please, the head of the Zeeland Furniture Company going up to some prospective customer in the market and delivering himself of a sales talk like this: "Mr. Jones, the increasing popularity of Zeeland chamber furniture is encouraging to us, as we have put our time, money and brains into the manufacture of our product—a product which we know is right and well worth the money asked for it," And, yet, these are the exact words employed in one Zeeland Furniture Company advertisement. How much better line of conversation—and how much more winning, think you, would this be? "You are striving, Mr. Dealer, to build the future of your business on principle as well as price. A product, therefore, that has quality, character and correctness behind it, yet can be sold at figures which the average home-loving American can afford to pay, must appeal. Such a product is Zeeland Bed Room Furniture. We want to know you and you to know us. Won't you please send for our catalogue?"

GUARD YOUR SELLING MESSAGES

After all, it isn't so much what we say as how we say it. Words on paper, the way they are usually recorded, look pretty cold anyway. Mere statements of fact recited as a backwoods member of the State Legislature would read off a lot of dry statistics, unless they are interspersed here and there with a few everyday expressions, are apt to prove about as interesting to those who might be expected to read them as an address before the Society of Psychical Research on the evils of the boll weevil; and receive about the same amount of attention.

And, now, I have told you why some business paper advertising appeals to me and some does not. You who read Advertising & Selling usually have something to advertise and something to sell. Consider me, if you wish, as the average reader of your advertising appeals—the average—not the exception. It is a fascinating study and you can master it. Talk to your prospective customers on paper as if you had just shaken hands with them and were conversing face to face.

The New President of the Southern Newspaper Publishers' Association

Marcellus E. Foster, elected President of the Southern Newspaper Publishers' Association at the meeting held in Asheville, N. C., is publisher of the Houston, Texas, *Chronicle*. He was born in Pembroke, Ky., November 29, 1870, but has lived in Texas practically all his life, his parents having moved to Texas when he was three years old.

Mr. Foster began his newspaper work as a printer's "devil" on a country newspaper. He moved to Houston when he was 20 years old and took a position as reporter, starting at $10 a week. In less than five years' time he was managing editor of a Texas daily newspaper, and nineteen years ago he organized the Houston *Chronicle*, starting with a capital of $5,000, which he made during the famous Spindletop oil boom near Beaumont, Texas.

The *Chronicle* was started with two typesetting machines and an old Cox Duplex press, which printed direct from type instead of the modern way of printing from stereotyped plates. The circulation outgrew that press in less than one year and it soon began buying the modern style presses which in nineteen years' time resulted in a pressroom equipped with two Goss Octupus presses and one Hoe, *as* well as a special Rotogravure plant with two Webendorfer presses.

A NEWSPAPER BUILDER

From the two typesetting machines which Mr. Foster's newspaper originally bought on the installment plan, that equipment has grown until the paper now has a battery of 16 Linotype machines and two Monotypes. From original ground floor space 25x50 feet, the paper has grown until it occupies the greater part of a ten-story building owned by the paper.

The *Chronicle's* pay roll during the first year was around $500 a week. It is now over $6,000 a week. The first year the paper was in business its newsprint cost $15,000. During 1919 the *Chronicle* spent $400,000 for white paper and in 1920 its white paper bill will be over $600,000. The circulation has grown from an average of 5,000 during the first year to its present output of over 50,000 daily and over 60,000 Sunday.

During all these years of growth Mr. Foster has been in active charge of both general manage-

Watches Owned by Farm Life Readers

Summary of Replies Received from Questionnaire appearing in May, 1920, Issue of Farm Life

WATCHES

	Replies	Elgin	Waltham	Swiss	Ingersoll	Hamilton	Hampden	No Brand	Misc.	Total	No. Families
Alabama	195	97	24	4	11	3	4	39	43	225	144
Arizona	12	11	3	....	5	1	....	8	....	28	11
Arkansas	151	103	19	6	13	....	....	34	12	187	103
California	50	29	17	4	27	5	....	22	12	116	50
Colorado	33	28	7	3	4	5	2	18	8	75	33
Connecticut	24	10	25	2	2	1	1	4	9	54	24
Delaware	22	23	17	2	....	....	....	5	3	50	22
Florida	65	53	2	3	6	3	1	15	22	106	65
Georgia	290	193	57	15	25	14	2	48	59	413	255
Idaho	43	31	8	....	20	6	....	10	13	88	40
Illinois	417	369	69	35	33	15	34	65	159	779	379
Indiana	581	475	85	31	68	27	28	109	151	975	498
Iowa	117	106	33	14	12	11	14	17	38	245	115
Kansas	98	56	24	1	11	4	2	17	12	127	73
Kentucky	248	87	40	14	9	3	5	40	59	257	219
Louisiana	70	32	12	5	7	1	1	52	25	135	67
Maine	44	12	41	6	4	2	3	8	10	86	40
Maryland	55	41	26	3	19	1	....	20	16	126	51
Massachusetts	36	5	29	3	10	2	2	4	21	76	37
Michigan	201	142	37	5	44	9	16	82	79	414	188
Minnesota	170	148	47	21	17	15	20	42	47	340	155
Mississippi	170	84	18	12	5	2	3	40	40	204	114
Missouri	252	236	46	14	28	8	3	64	57	458	248
Montana	73	52	17	5	17	7	9	26	13	146	71
Nebraska	69	48	20	5	4	9	1	15	13	116	60
Nevada	3	2	1	....	....	....	....	3	1	6	3
New Hampshire	12	5	13	....	....	3	....	2	3	26	19
New Jersey	29	16	10	4	12	3	....	5	15	64	27
New Mexico	14	22	3	....	....	....	....	15	8	51	12
New York	189	162	78	30	43	....	6	80	80	408	183
North Carolina	215	131	45	10	12	1	5	43	38	285	181
North Dakota	125	135	44	6	48	5	7	39	38	322	113
Ohio	336	268	117	34	55	29	26	63	106	698	299
Oklahoma	121	83	19	10	10	2	7	12	29	172	99
Oregon	53	30	22	1	29	5	1	15	20	129	52
Pennsylvania	335	385	109	26	55	32	8	156	89	860	319
Rhode Island	5	2	2	3	5	....	....	....	....	12	5
South Carolina	96	63	17	18	13	3	....	14	26	154	95
South Dakota	85	99	17	....	20	4	7	33	18	198	83
Tennessee	184	128	17	15	13	2	6	34	56	272	163
Texas	243	164	35	15	22	3	2	42	43	326	199
Utah	18	16	5	....	3	....	....	5	4	33	16
Vermont	32	27	26	3	1	3	2	9	9	81	29
Virginia	206	155	39	26	30	8	7	53	32	360	193
Washington	72	49	37	....	14	12	....	9	23	144	69
West Virginia	109	81	26	9	6	4	6	41	17	189	96
Wisconsin	134	113	41	12	12	5	12	37	31	263	123
Wyoming	13	14	2	2	....	....	2	....	3	23	12
Total	6,115	4,621	1,449	437	799	283	256	1,530	1,591	10,966	5,435

FARM LIFE READERS BUY GOOD WATCHES

THIS table shows the number and grade of the watches owned by Farm Life readers the country over. It casts a bright light on the Farm Life market for high-class jewelry of this kind.

Consider the fact that of 6,115 Farm Life readers who answered our recent questionaire, 5,435 of these families reported the ownership of 10,966 watches—more than two watches to the family.

Notice the number of the more expensive watches. Elgins and Walthams alone are reported to the extent of more than seven thousand. There are 283 Hamiltons, and 256 Hamdens—while the total number of Ingersolls is less than eight hundred out of nearly eleven thousand watches.

It is noticeable, also, how evenly these expensive watches are distributed throughout the country. In Illinois and Georgia, New York and Missouri, Ohio and Tennessee—in all sections, in fact,—there is little variation between the number of Elgins and Walthams, in proportion to the number of replies.

We have about fifty tables of this kind, each on a different subject, and each showing the comparative standing of competitive brands, or makes. They are based on the 6,115 replies to this questionaire,—enough to afford a basis of really worth while figures. Write for the ones you want.

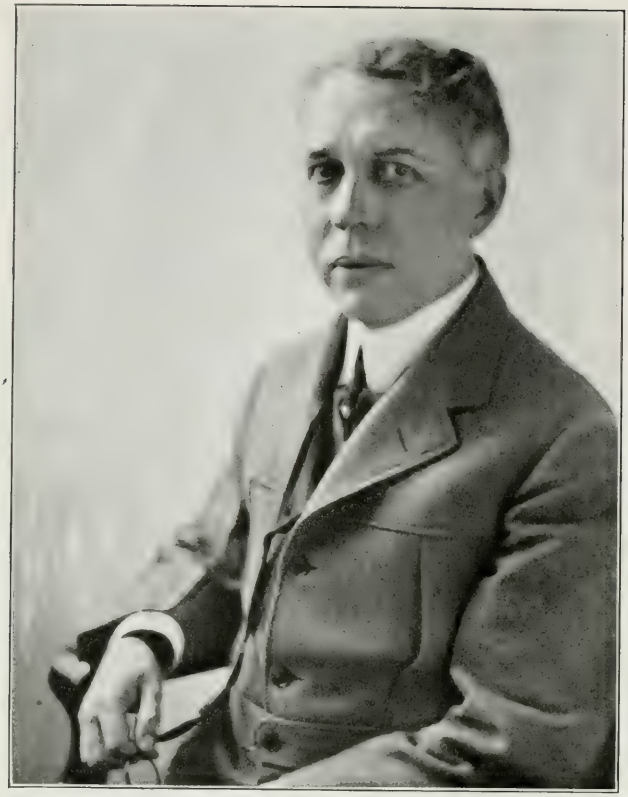
THE FARM LIFE PUBLISHING COMPANY.

THE JOHN M. BRANHAM COMPANY, Special Representatives

NEW YORK CHICAGO DETROIT CLEVELAND ST. LOUIS KANSAS CITY ATLANTA SAN FRANCISCO

Farm Life — As National as Agriculture

SPENCER, IND. Farm Life



MARCELLUS E. FOSTER

ment and the editorial policies of the paper. He is familiar with every detail of the business, can set type of necessary, and frequently visits New York and calls upon the national advertisers. He writes editorials, dictates a large amount of the paper's correspondence, makes contracts for white paper, decides matters bearing upon expenditures and exercises general supervision over every department, although he has a large staff and delegates authority to various heads of departments.

Mr. Foster has been very active in everything for the general advancement of the newspaper industry. He attends every meeting of the American Newspaper Publishers' Association, but has been especially interested in the annual meetings of the Southern Publishers, which have been held at Asheville for the past five years.

PRAISE FOR THE S. N. P. A.

"The meetings in Asheville," said Mr. Foster, "have always impressed me as the most valuable of any gatherings in this entire country. We get together there, newspaper men who have problems in common. Our sessions are held at Fred Seely's beautiful Grove Park Inn and we meet twice a day for real work. The meetings are always addressed at least once in the morning and once in the afternoon by men who have real messages to deliver. Then we have open discussions and it is most gratifying to see the manner in which so many newspaper men talk freely on matters that are of interest to all. We learn what the other fellow is doing, we discover each other's problems, we find how improvements can be made in various departments and each year the meetings become more and more valuable.

"From a membership of 35 when first organized, the Association has now grown to a total of 230 and I hope by the 1921 meeting we will be able to show not less than 300 publishers of Southern daily newspapers belonging to the Association with at least 200 of them attending the annual meeting. For the coming year we intend to give out much valuable information in weekly or semi-monthly bulletins from the office of the secretary, Walter C. Johnson, Chattanooga, Tenn. The program for next year is already being discussed and will be changed to some extent in that only one set address will be delivered each day, this to be followed by a discussion of various topics. The Convention will be continued for four days instead of the three days time heretofore alloted."

Orman Goes With Picture Producer

Felix Orman, well known as a magazine editor and a writer in the field of industrial literature, has announced that he has become associated with Commodore J. Stuart Blackton, the veteran motion picture producer, with headquarters at the Blackton studios in Brooklyn. Mr. Orman, who takes up his new work fortified by years of experience in writing for the theatre, opera and motion pictures, was formerly on the editorial staff of the *Outlook*, served for a time as literary director of the *Periodical Publishers' Association* and was a staff writer for *Leslie's Weekly*. He has published several books, including "Romances of Modern Business" and "A Vital Need of the Times."

Advertiser Sues Mollie King

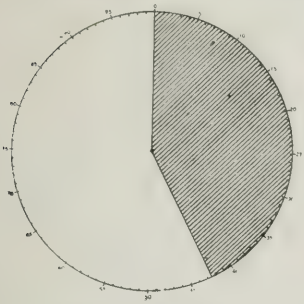
The Fitzgerald Manufacturing Company, Torrington, Conn., manufacturer of electric vibrators, last week brought suit in the New York Supreme Court against Mrs. Mollie King Alexander, known on the stage as Mollie King. The Fitzgerald Company alleged that in April, 1919, it made a contract with her, paying $1,000 to bind it, whereby she agreed to assign to it the exclusive use of her photographs, name, testimonals and facsimile of her signature in connection with advertising. The company said it subsequently learned that Miss King previously sold similar rights for use on calendars. The plaintiff asked $2,734 damages.

Joseph Goes with Thomas Cusack

H. Belden Joseph, formerly assistant advertising manager of the Kelly-Springfield Tire Company, New York, has joined the New York staff of the Thomas Cusack Company. Mr. Joseph, who was with the Kelly-Springfield organization for six years, had supervision of the outdoor activities of that company.

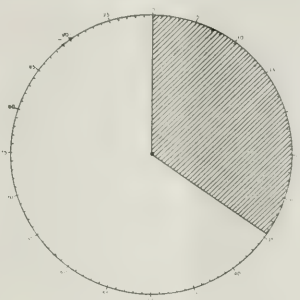
Bohan to Manage Walker Axle

Lloyd J. Bohan has been appointed general sales manager for the axle department of the Edward Valve & Manufacturing Company, Chicago, manufacturer of the Walker axle. Bohan was formerly western sales representative for the Torbensen Axle Company and prior to that was identified with the Gurney Ball Bearing Company.



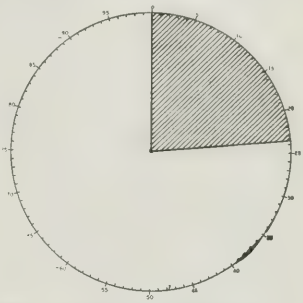
42% Gain

in advertising by
THE MORNING SUN
First 6 Months of 1920.



34% Gain

in advertising by
THE EVENING SUN
First 6 Months of 1920.



23% Gain

in advertising by
THE SUNDAY SUN
First 6 Months of 1920.

	Lines 1919	Lines 1920	Lines Gain	Per Cent.
Baltimore Sun.....M.				
Local Display	884,448	1,222,084	337,636	37.6
Classified	1,863,182	2,915,556	1,052,374	56.5
National	898,581	1,066,417	167,836	18.7
Total	3,646,211	5,204,057	1,557,846	42.6
Baltimore Sun.....E.				
Local Display	3,028,783	3,869,302	840,519	27.8
Classified	1,711,746	2,674,017	962,271	56.2
National	899,425	1,049,654	150,229	16.6
Total	5,639,954	7,592,973	1,953,019	34.5
Baltimore Sun.....S.				
Local Display	2,519,753	2,918,891	399,138	15.8
Classified	504,882	800,821	295,939	58.6
National	274,829	381,997	107,168	39.0
Total	3,299,464	4,101,709	802,245	23.6
Baltimore Sun.....M., E. & S.				
Total	12,585,629	16,898,739	4,313,110	34.3

THE above figures, taken from the "Advertising Age," of July, 1920, show the remarkable gains in the volume of advertising carried by The Three *Sunpapers* the first six months of 1920 over the same period a year ago. This growth is a reflection of the growth of Baltimore as an industrial and commercial center and further demonstrates the fact that

Everything in Baltimore Revolves Around THE SUN

Morning **Evening** **Sunday**

JOHN B. WOODWARD,
Times Bldg., New York.

GUY S. OSBORN,
Tribune Bldg., Chicago.

Baltimoreans Don't Say "Newspaper" ***—They Say "Sunpaper"***

The "Human Side" of Trade Paper Advertising

Technical "Copy" Must Have a Soul to Bring Response from Those Who Require Technical Products

By ROBERT CLARKE, JR.
Advertising Manager, Pennsylvania Tank Car Company.

A TANK CAR is a peculiar thing. And it naturally follows that advertising a tank car is a peculiar undertaking. Not everyone can use a tank car. The most appealing and forcefully striking tank car advertisement which advertising brains and skill can produce would look sadly lonesome and pathetic in a publication such as *Vanity Fair*, *Woman's Home Companion*, or *Pictorial Review*. To blatantly blare forth such crude and elementary virtues as Strength, Durability, Economy and Service beside the refining, subtle appeal of Milady's Face Powder, or the soft, silky, sensuous allurements of Boudoir Hosiery, would constitute a sacrilege both rude and regrettable.

And the same restrictions apply to the general publications going largely to men readers — not so strongly perhaps—but still they apply. That mythical being, Mr. Average Man, peruses the advertising pages of his *American*, *Colliers'*, or *Saturday Evening Post* with an appraising eye as to what is the tastiest breakfast food, the most comforting smoke, or the best and most serviceable clothes. After a tiring day's work, he settles in his old arm chair before a warm fire with his favorite pipe, all ready to be lulled to sleep by the soothing magic of a brilliant word-wielder extolling the comforts and truly remarkable qualities of the everyday necessities and a few of the more common and low-priced luxuries.

He doesn't think about a tank car. And he doesn't wish to be reminded that there is such an uncouth, ungainly, abstruse thing as a tank car. Besides what would he do with a perfectly good tank car if he had one? If he were an Anti-Prohibitionist he might dump it in his back yard and use it as a storage receptacle for his favorite Old Stock. It would hold much more than his cellar, and would add greatly to his list of friends, as there would be a publicity feature to "drawing 'em" of which his observant neighbors would be quick to take advantage. Such a storage system would, however, be difficult to protect from thieves and bootleggers.

THE SELECTION OF MEDIA

And so we come face to face with the question, "Where shall we advertise our tank cars?" Some place in the world there are buyers for tank cars. Constantly enlarging factories and an augumented force of laborers working in day and night shifts to make deliveries keep pace with orders furnish substantial proof of this fact.

What is the answer? Trade Papers. But what trade papers? The largest need for tank cars exists, of course, in the oil industry. There are a dozen reliable publications in the oil trade with respectable circu-

You Need

Philadelphia

The third largest market in the United States.

National advertisers and advertising agencies who are now planning for Fall and Winter advertising campaigns in the daily newspapers will naturally think of "The Bulletin" first when they think of Philadelphia.

Practically every home, office, store and factory in Philadelphia and its vicinity is visited each day by "The Bulletin."

"The Bulletin's" reputation for the quick, careful and complete telling of the day's news makes it Philadelphia's preferred daily newspaper.

Dominate Philadelphia

You can at one cost reach the greatest number of possible consumers in the Philadelphia territory by concentrating your advertising in the newspaper "nearly everybody reads"—

The Bulletin

Net paid average circulation for the six months ending April 1, 1920, as per U.S. Post Office report:

In Philadelphia nearly everybody reads the Bulletin

466,732

copies a day

No prize, premium, coupon or other artificial methods of stimulating circulation have ever been used by The Bulletin.

424,845 Philadelphians have an average of $530 in the Savings Banks of Philadelphia.

lations and live reader interest. Three of these, one of which is a daily newspaper published in the heart of the pioneer oil regions of Pennsylvania, are old reliable papers —the favorites of the old timers in the oil game and, consequently, mediums with much prestige and extraordinary reader confidence among the men who know. And so the intelligent advertiser of tank cars would include these three on his advertising schedule, and perhaps all, or at least a healthy majority, of the remaining nine or ten mediums.

But other liquids besides petroleum products form the cargoes for tank cars. Acids, animal and vegetable oils, a broad list of many chemicals, Molasses and syrups, toluol, turpentine, alcohol, vinegar, wine and water are a few of the more important liquids which have been, and are today, being efficiently transported in tank cars (insulated when necessary owing to any peculiarity of the product carried.) Over 30 per cent of all tank cars in operation to-day are engaged in serving other industries outside of the petroleum field.

And so the wise advertiser would be justified in choosing one or two mediums to cover the chemical field, a reliable iron and steel publication, and, if his appropriation still permits, a railway trade paper. To have the good will and cooperation of the various railroads over which his cars travel thousands of miles every year, is indeed a valuable asset to the tank car manufacturer. It materially hastens deliveries, makes for low up-keep costs, cuts down time wasted in the yards while being shifted about, and also lessens time idled away in the railway repair shops. In view of these facts, our company has arranged for full page space in the two leading railway journals for the year 1920. But in the end, the simplest and best rule to follow in picking your list might be "An advertiser is known by the company he keeps."

Let us now take up the business paper advertisement itself and consider the opinions which have prevailed regarding it in recent years, particularly among laymen. The general run of trade paper advertisements might well be styled "The Advertisements Without a Soul." And it must be admitted that many of them are just that. Technicalities glare out all over them, making them look like the futurist effect resulting from the throwing together indiscriminately of a highly technical cut and still more technical copy. If there is any typographical appearance, or form and blend between the copy, cuts and border—it "just happened that way," and that particular advertising manager considers himself a genius and an expert!

But recent years have witnessed a decided trend away from this complex mire of technicalities in trade advertising. And yet some technical advertiser may rise to remark, "Yes, that's all right for your product. But our product is so all-fired technical that we couldn't say a word about it without using technicalities." Alright then. The thing for that advertiser to do is to spend more money on appealing engravings, eye-catching hand lettering, attractive typographies and borders. In fact, I think it could be stated as a rule of trade paper advertising that the more technical is your message, the more you should spend on these embellishments to put it across strongly and appealingly—namely, to put it across with a soul in its message, technical though it may be. The most reserved, hide-bound, leather-hearted old chemist or engineer you can hope to reach, is after all, a human being with a soul, reached by advertising "with a soul."

Beyond the Visible Facts

We welcome a comparison of our circulation figures and advertising rates with other media. But in judging the value of The Capper Farm Press as an advertising medium, you should also consider:

The wide-spread popularity and influence of its publisher and editors with the farmers of the Midwest.

The solid, substantial qualities of the Midwest farm folk and their general prosperity.

The extraordinary amount of reader-interest maintained by The Capper Farm Press on account of its practical close-up service to the farmers.

The far-reaching effects of an organization continually striving to render the best possible service to its readers and advertisers.

These things must be considered before you can fully appreciate the true value of

The CAPPER FARM PRESS

(MEMBERS A. B. C.)

TOPEKA, KANSAS

Arthur Capper, Publisher

Marco Morrow, Asst. Publisher

BRANCH OFFICES:

CHICAGO.....109 N. Dearborn St.
NEW YORK.....501 Fifth Avenue
DETROIT .....Ford Building
KANSAS CITY....Graphic Arts Bldg.
ST. LOUIS.....Chemical Bldg.
OMAHA ..... Iron Bldg.
OKLAHOMA CITY..Continental Bldg.

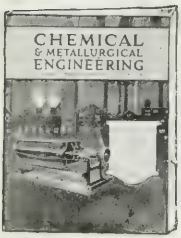
Clip and File these Facts



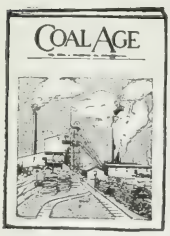
ELECTRIC RAILWAY JOURNAL: Established 1884. Published weekly. Circulation 7,200. Devoted to city and interurban transportation, including surface, subway and elevated electric lines, and the motor bus in its relation thereto, as well as to electrified trunk lines. Its subscribers represent more than 98% of the total mileage in the country. Advertising carried includes, for example: Passenger, freight and express cars; wire and cable, steam and electrical power plant equipment, car wheels, axles, brakes, armatures, cranes and hoists, fuses, testing instruments, lamps, pumps, rails, signals, motor trucks, machine-shop equipment, paints and varnishes, frogs, crossings and special trackwork, ventilators, welding apparatus, etc.



ELECTRICAL MERCHANDISING: Established 1907. Published monthly. Circulation 15,500. Covers the contracting, retailing and jobbing divisions of the electrical industry. The leading trade publication in the merchandising end of the electrical business. Reaches the commercial departments of central stations, electrical supply jobbing houses, contractors, electrical manufacturers, electrical specialty and fixture shops, hardware and department stores handling electrical equipment, materials and supplies, farm-lighting agencies, etc. Advertising carried includes, for example: Vacuum cleaners, percolators, lamps, irons, flashlights, fans, dryers, dish washers, clothes washers, cooking appliances, circuit breakers, battery charging equipment, batteries, wiring supplies, brushes, conduit, bushings, cord, dynamos, fixtures, fuses, industrial lighting equipment, motors, light and power plants, plugs, sockets, pumps, radio apparatus, resistances, shades and reflectors, switches, transformers, wire and cable, etc.



CHEMICAL & METALLURGICAL ENGINEERING: Established 1902. Published weekly. Circulation 15,200. Devoted to the 154 chemical and metallurgical industries. The conceded authority on processes and apparatus in the fields dependent on chemical and metallurgical processes and related operations. Advertising carried includes, for example: Conveying and elevating machinery; crushing, grinding and pulverizing machinery, mixing and kneading machinery, pumps, pipe, screens, separators, containers, chemical stoneware and glass, belting, pyrometers, motor trucks and tires, steel plate construction, motors, powdered-coal equipment, power plant equipment, oil-burning equipment, stokers, refrigerating apparatus, agitators, coal and ash handling machinery, castings, industrial cars and locomotives, chemicals, compressors, gas cylinders, condensors, cranes, crucibles, drying machinery, dust collectors, evaporators, blowers and fans, filter presses, furnaces, gages, electrical and testing instruments, etc.



COAL AGE: Established 1911. Published weekly. Circulation 12,000. The only national coal mining weekly. Serves an industry representing a capital investment of $2,000,000,000 with a 1919 output valued at $1,500,000,000. Reaches executives and officials of coal companies, mine superintendents, managers and engineers with their principal assistants; large wholesalers and large coal users. Advertising includes, for example: Breaker machinery, coal-handling buckets, coal driers, coal storage and rehandling machinery, crushers, picking tables, pulverizers, tipples, belting, blowers, boilers, cableways, cages, cars and car wheels, castings, chains, chutes, compressors, conveyors, cranes, drills, electrical supplies, engines, ventilating fans, gages, gears, generators, greases, hoists, hose, insulators, locomotives, motors, packing, pumps, pipe, rail bonds, wire rope, shovels, switches, ties, track, tramways, trolley material, wire and cable, etc.

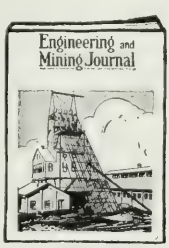


AMERICAN MACHINIST: Established 1877. Published weekly. Circulation 24,000. Covers the machinery and metal product manufacturing industries. Read by plant owners, executives, superintendents, mechanical engineers, department heads, foremen and others in responsible charge wherever any kind of machinery or metal products are made. Averages close to 400 pages of advertising a week. Advertisements appearing in the first and third issues of the month are reproduced free in special edition circulated throughout Europe. Advertising carried includes, for example: Lathes, shapers, planers; screw gear-cutting and grinding machines; journal and ball bearings, belting, bolt and nut machinery, boring, drilling and milling machines, castings, chucks, tempering compounds, furnaces, gages, gears, hoists, tools, pneumatic tools, steels, taps and dies, and a hundred similar kinds of equipment.

McGraw-Hill

Tenth Avenue

New



ENGINEERING & MINING JOURNAL: Established 1866. Published weekly. Circulation 12,000. Covers the entire metal and mineral mining and refining industries of the world, with the exception of coal mining. International in scope. Read by mining, milling, smelting and refining company executives, mining engineers, metallurgists, mine operators, superintendents and managers, oil company executives, etc. Advertising carried includes, for example: Concentrators, classifiers, ore samplers, filters, agitators, assay supplies, screens, blasting materials, crushers, acids, bearing metals, belting, blowers, boilers, cars, cages, castings, compressors, conveyors, cranes, dredges, drills, electrical apparatus, elevators, fans, furnaces, generators, jigs, kilns, locomotives, motors, oils, pipe, pumps, rails, steel, stokers, switchboards, transformers, turbines, valves, wire and so on.

THE 11 McGRAW-HILL

on the Service of

INGENIERIA INTERNACIONAL: (International Engineering) the McGRAW-HILL Spanish-engineering publication. Established 1919. Published monthly. Circulation 24,000. Covers civil, mechanical, electrical, chemical, mining and railroad engineering development, and general industrial progress in the 22 Spanish-reading countries of the world. In these countries it reaches engineers, executives and higher operating officials of: Railroads, Mines, Street Railways, Sugar Centrals, Telephone and Telegraph Companies, Machinery Import Houses, Miscellaneous Industrial and Manufacturing Plants, Oil Fields, Ship Yards, Power Plants, Chemical Works, etc. Also Government Engineers connected with Cities, States, Provinces and Districts. Advertising carried includes, for example: Power plant equipment, machine tools, industrial machinery, railroad supplies, marine equipment, electrical machinery and material, coal and metal mining equipment, sugar machinery, construction machinery, labor-saving equipment, etc.



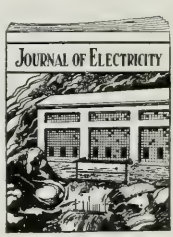
ENGINEERING NEWS-RECORD: Established 1874. Published weekly. Circulation 32,500. The recognized authority on all civil engineering and construction problems. Covers the entire civil engineering, construction and contracting fields in the United States, Canada and other English-speaking countries. Advertising carried includes: Excavators, derricks, concrete forms, foundations, concrete mixers, pile drivers, structural steel, steam shovels, surveying instruments, culverts, asphalt, boilers, bridges, buckets, cableways, castings, cement, coal ash, ore and material handling machinery, conveyors, compressors, cranes, creosoting oils, crushers and pulverizers, drills, elevators, engines, filters, sluicegates, hoists, locomotives, meters, paints, pipe, pumps, gravel screens, transits, motor trucks, tractors, turbines, valves, waterproofing compounds, steel window-sash, and all kinds of equipment, material, services, supplies and appliances used in civil engineering and construction work.



ELECTRICAL WORLD: Established 1874. Published weekly. Circulation 27,000. Covers the entire $5,000,000,000 electrical industry. Readers: (1) Central Stations: Executive, operating and commercial men. (2) Industrial: Electrical engineers and electricians of industrial and manufacturing plants, etc. (3) Electrical engineers: Consulting, illuminating, telephone, telegraph, steam and electric railroad signal, etc. (4) Trade: Executives, sales managers and department heads of electrical manufacturing companies and jobbing houses, etc. (5) Miscellaneous engineers, bankers, inspectors, students, etc. Advertising carried includes, for example: Generators, dynamos, transmission towers, switchboards, transformers, turbines, panel boards, circuit breakers, storage batteries, blowers, boilers, boosters, fuses, outlet and meter boxes, coal and ash handling machinery, condensers, conduits, controllers, fans, fixtures, instruments, insulating materials, insulators, lamps, line materials, motors, pumps, hoists, resistances, stokers, valves, wire and cable, etc.



JOURNAL OF ELECTRICITY: Established 1887. Old to the industry, but the newest recruit to the McGRAW-HILL group of engineering publications. Published semi-monthly. Circulation 3,500. Edited by Western men for the electrical men of the West. Devoted to the interests of central stations, electrical departments of industrial plants, electrical manufacturers, jobbers, contractors and dealers operating under the special conditions existent west of the Rockies where the per capita consumption of electricity is 300% greater than in the East or Middle West. The one electrical magazine published for and concentrated exclusively on the West. Advertising carried includes, for example: Turbines, generators, dynamos, engines, transformers, switchboards, wire and cable, motors, panel boards, batteries, outlet and meter boxes, circuit breakers, clamps, condensers, conduit, fans, fixtures, furnaces, hangers, heating appliances, insulators, lamps, line material, voltage regulators, sockets, valves, etc.

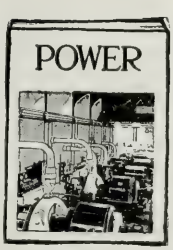


Company, Inc.

at 36th Street

York City

POWER: Established 1880. Published weekly. Circulation 32,000. The leading and only weekly devoted to the economic and engineering problems in the generation and transmission of power. Covers the power plant field consisting of steam-engine and turbine, water-wheel and combustion-engine plants producing power for all purposes. It appeals especially to the needs of power-generating plants directly associated with industrial works of every kind, as well as office buildings, hotels, institutional buildings, etc. Advertising carried includes, for example: Furnaces, boilers, boiler compounds, turbines, dynamos, generators, engines, condensers, compressors, feedwater heaters and regulators, coal bunkers, oil and water filters, coal and ash handling machinery, belting, blowers, firebrick, buckets, controllers, cooling towers, cranes, coal crushers, gaskets, gears, governors, hoists, lubricants, meters, motors, refrigerating machinery, stokers, etc.

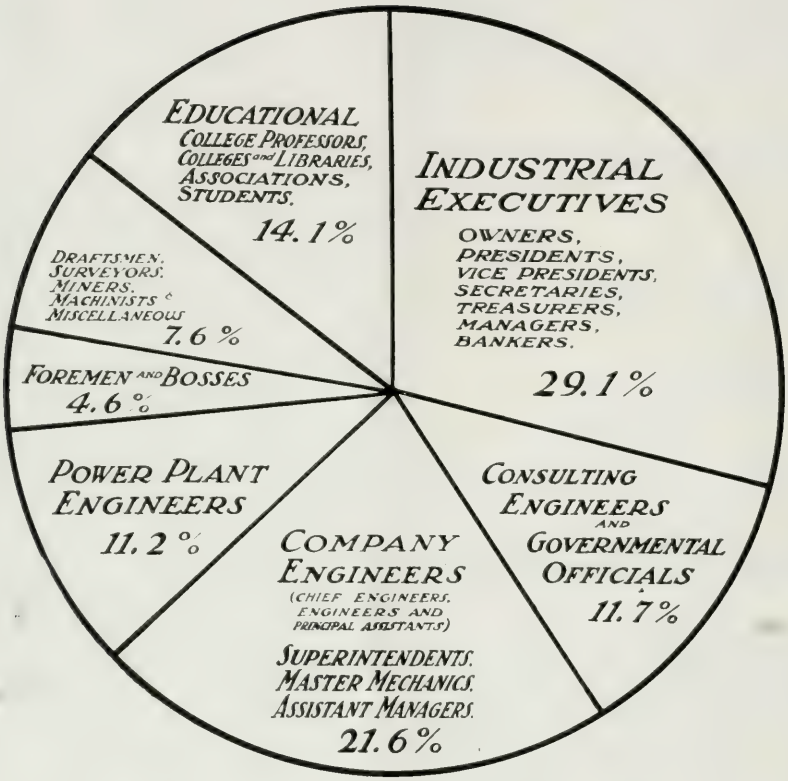


Publications

a Correction!

Some advertising men have an incorrect idea regarding the circulation of the 11 McGRAW-HILL publications. On the next page we have something of special interest to say about that.

One out of



These figures are obtained from the classification of the combined circulations of American Machinist, Coal Age, Chemical and Metallurgical Engineering, Engineering News-Record, Engineering & Mining Journal, Electrical World, Electric Railway Journal and Power.

Three is an Executive

Practically one out of every three readers of the McGRAW-HILL weeklies is an OWNER, PRESIDENT, VICE--PRESIDENT, SECRETARY, TREASURER, MANAGER or BANKER.

It is important for your advertising to reach the superintendents, engineers, master mechanics, foremen, bosses, etc.,—the technical men. Goods are bought to meet their specifications. New machines or materials must have their O. K.

Through McGRAW--HILL publications you directly reach these men.

But bear in mind that McGRAW--HILL publications not only reach the men who represent and serve the buying power, but men who actually *are* the buying power. In many cases they reach the owner of the company. They reach the administrative officers. They reach the financial men behind the company. They reach the chief executives — the manager and his immediate aids.

Twenty-nine and one-tenth per cent. of the circulation of the McGRAW--HILL weeklies are men of this executive, administrative and financial group.

The ll McGraw-Hill Publications

Power
Coal Age
American Machinist
Electrical World
Electrical Merchandising
Journal of Electricity
Electric Railway Journal
Engineering News-Record
Ingenieria Internacional
Engineering and Mining Journal
Chemical and Metallurgical Engineering

McGRAW-HILL COMPANY, Inc.

TENTH AVENUE at 36th STREET

NEW YORK

Putting Advertising Value in "Publicity"

How the Boston Varnish Company Merchandised the Airplane Delivery Idea to Its Dealers

By MYRTLE PEARSON

Try Kyanize—
It satisfies.
(It comes to you
Out of the skies.)
SLOGAN AMENDED.

OUT of the skies has come a new advertising method and medium that, "like a bolt from the blue," confronts the advertising man with the necessity of learning a new technique, or at least a new application of the ancient principles.

The story of the trip made by the "Kyanize Blue Bird" sent out by the Boston Varnish Company over an airline covering a list of important New England cities is not interesting because it presents a novel idea but because it exemplifies the efficient merchandising of that idea. Airplane delivery of a trademarked commodity to dealers, sometimes camouflaged as "an attempt to solve the transportation problem," but actually for publicity reasons, is, as an advertising idea, neither as old as the hills nor as young as the latest rosebud but the technique which will derive maximum efficiency from the idea is so young that some advertisers suspect that it hasn't been born yet. The advertising department of the Boston Varnish Company presents a case which it believes dispels that suspicion.

MERCHANDISING THE IDEA

In June the Boston Varnish Company, manufacturers of Kyanize varnishes and enamels, chartered an Avro airplane from the Atlantic Air Service Corporation and had it painted a brilliant blue with the characteristic Kyanize trademark emblazoned in white on the lower wings and on the sides of the fuselage. Arrangements were made immediately to have the plane make deliveries of Kyanize products to the firm's dealers in the cities of Worcester, Fitchburg, Leominster, Gardner, Greenfield and Springfield, Mass. That was the idea; now for its merchandising.

The first step, taken well in advance of the dispatch of the freight plane, was the notification of the dealers in these six cities of its prospective arrival, coupled with advice as to how they might utilize to the fullest extent the advertising value of the enterprise. The results registered before the plane left the ground and came in the shape of items in the local newspapers of the six cities announcing the impending visit of the "Blue Bird." If the New England householder along the "'Blue Bird's" airline hadn't heard of Kyanize before, he was introduced to it now under particularly impressive circumstances in the headlines and body type of his local newspaper.

But the Boston Varnish Company and its dealers were wise enough not to leave their big idea knocking for admission around the doors that open into "free space" in the newspaper reading columns. The "Kyanize Blue Bird" went into the advertising columns as well when dealers of the six cities



THE Textile Manufacturing Industries of the U. S. are spending $10,000,000 a week for new construction, factory supplies, machinery and all manner of equipment needed by manufacturing organizations.

Here is a tremendous market for hundreds of industrial products—one which cannot be won by hit-or-miss tactics nor scattered efforts.

It requires intensive concentration—exactly the kind of service offered by *Textile World Journal*, which over 850 successful industrial advertisers are using today.

We stand ready to discuss with ypu the special proposition of your sales to textile mills and to do so in the broad sense of *Results* by whatevermethods best suited to your problem.

Textile World Journal

Audit Bureau of Circulations.
Associated Business Papers, Inc.

BRAGDON, LORD & NAGLE CO.
334 FOURTH AVENUE, NEW YORK

heralded its coming in generous space set off by pictures of the big plane reproduced from the dealer's electros that were sent out to them. Here's a typical advertisement that got full value out of the plane's coming and gave full value to the Kyanize trade mark.

A TYPICAL ADVERTISEMENT

The Boston Varnish Company, manufacturers of Kyanize Varnishes are, with their up-to-date methods, assisting in overcoming transportation difficulties by using airplane service.

This progressive New England firm has chartered an airplane from the Atlantic Air Service Corporation to deliver the celebrated Kyanize Finishes to their customers through the air. Gavin Hardware Company, the big hardware and paint dealers, Mechanic street, have arranged to have the "Kyanize Blue Bird" bring them one of the first shipments of Kyanize Varnishes ever sent by air line.

The airplane will arrive at Leominster and, after circling the city during which the aviators will drop coupons, the plane will land at the Old Trotting Park, off Green street. Gavin Hardware Company's delivery team will be at the park to receive the shipment.

This unusual event will create a great deal of interest and, as the plane is due to arrive in Leominster between 11 a. m. and 12 m. on Thursday, June 24th, the eyes of people will be looking skyward during that time.

The plane will be easily recognized for, as its name implies, it is painted an attractive blue color and the trademark, "Kyanize," is emblazoned in white on the lower wings. This trademark "Kyanize," which is known through the extensive advertising of the Boston Varnish Company, can be readily seen when the plane flies over the city.

The remainder of the advertisement told of some of the publicity features scheduled to accompany the Blue Bird's arrival and to complete that efficient merchandising process of which we have spoken. They included the dropping of circulars from the air, these circulars playing up the local dealer's name quite as strongly as the trademark, the dropping of coupons entitling the finder to free cans of Kyanize and of coupons entitling the finder to free flights during the "Blue Bird's" sojourn in the city. Incidentally, the "Blue Bird" stopped one day in each of the cities visited while its pilot did "stunts" for the edification of the crowds attracted to the improvised flying fields and took up local merchants and city officials.

But the real feature of the whole experiment and the real achievement of the advertising department of the Boston Varnish Company lies not in anything that the plane or pilot did but in what the dealers did. The advertising value of the venture was the product of their co-operation, of the spirit which lead them to make up Kyanize window trims to coincide in time with the "Blue Bird's" coming, to put up signs in their stores announcing the event, to use newspaper space for the same purpose, to cooperate with the Varnish Company in arranging for the landing field and in posting the field with the warnings of the plane's advent, and to see that the aviators were met by their trucks appropriately decorated to advertise the air delivery.

This dealer cooperation is the special triumph of C. A. Dana Redmond, advertising manager of the Boston Varnish Company and of his wide-awake staff and the substantiation of their claim to have gotten something very near maximum efficiency in merchandising the "delivery by airplane" advertising idea.

Von Steuben Becomes Commerce Promoter

The liner Von Steuben, formerly the German commerce raider Kronprinz Wilhelm, is to become an American commerce promoter. Admiral Benson, chairman of the Shipping Board, announced last week the sale of this vessel to Ferd Eggena, of New York, who has announced his intention of equipping her for a round-the-world cruise to exhibit products of American manufacture.

Accommodations will be provided on the steamer, which is to be renamed "United States," for the representatives of 700 American manufacturers who will accompany their exhibits and demonstrate them in foreign ports, Mr. Eggena said. The vessel is to be refitted, he added, at a cost of $3,000,000.

The purpose of the round-the-world cruise, he said, is to promote the sale of American products in foreign markets. It is planned to start the cruise next January 15, and stop at Buenos Ayres, Melbourne, Sidney, Yokohama, Shanghai, Hong Kong, Singapore, Batavia, Rangoon, Calcutta, Colombo, Bombay, Wellington and a number of European ports.

Mr. Eggena paid $1,500 000 for the Von Steuben.



HERBERT L. HASKELL

"Bert" Haskell was Foreign Advertising Manager of the New York Tribune when he joined my Organization. This was about six years ago.

He is not only associated with me in a business way, but is one of my closest friends.

Lane Block

Topeka State Journal

Topeka has one afternoon newspaper only. The STATE JOURNAL is delivered into the buying homes of Topeka by students of Washburn College. These college students pay big prices on entering the University for the STATE JOURNAL delivery route. They pay their way through college with the money they make and on graduation are able to sell the route to new students at a handsome profit. This is because the readers of the STATE JOURNAL subscribe year after year, and because they value the paper. Advertisements to this sort of readers bring big returns to advertisers.

Serial Adv. No. 14

The Influence of Window Displays

How a Fifth Avenue Store, Famous for Fine Windows, Regards This Advertising Adjunct

By L. E. WEISGERBER

Display Manager of Lord and Taylor, New York

THERE is nothing that advances the interests of a business house more than a beautiful window display. Every business man will acknowledge it is a great business stimulator. It should be remembered, however, at the very outset that the window which presents the most artistic display is the one which attracts the most attention. The window that is not artistic fails to do this.

Windows crowded with merchandise are old-fashioned, uninteresting, confusing. They do not "register." They lack individuality.

The personality of the store is expressed in the show window, just as one's personal appearance carries an impression that influences opinion.

Speaking of attractive windows and their creation—the first thing that a wide-awake and successful display manager thinks of is the construction of the window itself —the architecture, height, width, depth, etc. The display manager who has windows of modern construction to work with is fortunate.

Right now let me mention the Lord & Taylor display windows. The work of the display manager at Lord & Taylor is simplified to a great extent, on account of the wonderful construction of these windows. There are two sets of platforms or show window floors. One set is continually in use in the windows, the duplicate set you will find on tracks under the sidewalk in the basement. When a change of window displays is made these duplicate platforms are trimmed—the complete display arranged. The display that is coming out is then lowered to the basement from the street level onto a truck, which in turn is weeled out of the way by means of a track. The new display platform is then put in place of the old one and sent up to the street level. The windows operate similar to an elevator, running very smoothly so as not to disarrange the display in the least.

Another feature of the windows is "the Night Case." This is a display window which comes up from the basement each night at the hour of closing to fill the front door vestibule space. It is a wonderful idea and attracts a great deal of attention and comment, to say nothing of the advertising value, the operation of this window means to the store.

THE DAY OF THE DISPLAY MANAGER

The work of a display manager is interesting in the extreme. Personally, I do not consider it work —it is a privilege and a pleasure to plan and create an artistic win-

*Items for the Socratic space-buyer's note book**



If you had two heads

If you had four eyes and two heads and four arms, you might be able to read two different pages in **two different** magazines at once.

But we are not so constructed and must be contented with reading one magazine at a time.

Thus, you wipe out completely any visual advantages claimed for the "flat" page over the standard 224-line page.

A page taken by itself—and that is the only way a magazine page is ever read—is a page whether it is 5½ by 8 or 10 by 14. Its area is not subject to comparison except with pages in the same publication.

The 224-line page has the advantage of being convenient to the reader; it fits the eye; it has every advantage of display; it provides maximum value at a lower unit cost; and it conserves paper.

The Seven Standard Magazines using the standard 224-line page are Munsey's, The Review of Reviews, World's Work, Atlantic Monthly, Scribner's, Harper's, and Century.

MUNSEY'S

**It is said of Socrates that his reason was stronger than his instinct*

dow. I am often like the Kiddies at Christmas time—they can't wait until Santa comes. I often can't wait to see the result of some thought or idea that I am working out in a window.

Right now I believe the display manager is coming into his own. This is recognized by all the big houses and the business of the window display has created a vocation of a specialized nature which makes the window dresser one of the most important men in any retail organization.

Art in window dressing is making itself felt. In the last few months more discussion of window treatment has been current than in the preceeding few years. The close of the war has much to do with this for we have renewed our interests in things more beautiful. Can you remember at any time when the merchandise we display now was more extravagantly beautiful in color, design, etc?

It seems fitting here to say, while speaking of merchandise for display purpose, that one of the best friends or worst enemies in connection with his work a display man can have is the Department Head or buyer. I have found in every instance that cooperation with the buyer in regard to obtaining the required merchandise for an artistic window is a good rule to follow. Particularly is this true when something unusual is required for your display. The buyer knows the market. He knows what is offered, he knows what can be had. I credit much of the success of any color scheme or showing of beautiful merchandise to the cooperation and kindly help and assistance of the buyer.

THE GIFT OF FINDING IDEAS

It always amuses me when people ask, "Where do you get your ideas?" Because that is the easiest part of the work. There are ideas everywhere: You have but to see them. They can be modified or enlarged as you see fit—according to your need. A wide-awake display man, one who is interested in his work, sees and finds ideas everywhere. He finds them at the theatre, in a church or in the movies. I even got a good idea at a funeral once. And color is an endless subject. Color as applied to window decoration is the main thing, for color will either make or mar your window. It is the first thing I think of in planning a window. Right here is where the lighting comes in. We use colored lights to an extent but care must be exercised in their use for it is easy to destroy the beauty of a window with colored lights. The wrong color, when directed on a piece of merchandise, changes the original color absolutely. Direct a red light on a red and you get orange. Direct a violet light on the same red and you intensify the red, making it more beautiful and increasing the color value.

Often I am asked how the art of window dressing can be acquired. I mean, can one go to school or is there another way? The very first requirement is a sense of the artistic. You must feel that you are capable af recognizing the beauty of an object, the lines, the color, etc. You must be able to create, not copy the other fellow. Have the nerve, so to speak, to do things differently, be individual. Then, too, a display manager of experience is not sufficient. He must be a student, an explorer in the realm of color and composition and see in the museum inspiration, a gold mine of suggestion on a sound art basis.

Putting a window over is a great satisfaction to the display man. If

The Total Capital of Our Clients Is Eight Hundred Million

The main business of this advertising agency is to help each one of our clients make a greater net-profit progress.

Ninety-nine per cent of our time and talent is devoted to serving our clients—the other one per cent allows for calling on advertisers who invite us to confer with them.

The scope of our activities and experience is indicated by the variety of accounts we have successfully handled, ranging from pins to railroads; buggies to automobiles; rubber heels to aeroplanes; summer resorts, toilet goods, motion pictures, tea, textiles, food products, books, life insurance, wall covering, storage batteries, accounting schools and trust companies.

Out of all this knowledge and experience we may be able to apply the new slant that will result in the greater progress you are looking for.

May we talk it over with you? No obligation.

LESAN SERVICE — H. E. LESAN ADVERTISING AGENCY — NEW YORK

H. E. Lesan Advertising Agency

440 Fourth Avenue, New York City — **Republic Building, Chicago, Ill.**

the public gets his idea, gets the meaning he is trying to convey, he is fortunate.

I remember a window I had, not long ago. It came out fine to my mind, but I wondered if the public could get the impression I wished to convey. The criticism given below more than satisfied me and made me very happy. For my idea was conveyed to the person who in turn wrote me as follows:

"'A sonnet in color—beautiful in it's simplicity—is my impression of the window I paused to admire last night. There is a deep solemnity and simple beauty of the color scheme that is reminiscent of the deep dirges of an organ yielding to the loving fingers of an artist.

"The sum and substance—or general outline of a successful display man's work—is the artistic combined with practical and common sense. One great fault with a display man is he thinks he knows it all. He does not. He needs help and suggestions like any other human being."

Artistic temperament! The successful window display artist must have it—but again let us realize the importance of connecting with this artistic temperament cooperation and common sense.

Keeping Up With The Times

A FACT A WEEK

Washington's Population

(Latest Census Figures)

City 437,571
Suburban 90,628

Total . 528,199

Get out your A. B. C. statement—all Washington newspapers are A. B. C. papers. You will find that you cannot cover this field without The Washington TIMES. You can cover this field with The TIMES and one other Washington newspaper.

The Washington Times

WASHINGTON, D. C.

Salesmanship

A real salesman is one who presents his selling reasons so that a prospective purchaser will see that it is all in his interest.

A real salesman will not sell anything but that which is to the interest of the purchaser; for otherwise his work will not endure, says *Smoke*, with which we are in full accord. There are too many good things to be sold for men to waste their time and effort in unloading that which people neither need nor want.

Mention anything about advertising to the average literary man and he will at once picture someone having his portrait painted on a billboard, or filling up newspaper space with eye-catcher puzzle pictures of such phrases as "Read This!" "Call and Be Convinced!" "We Aim to Please!" or "Best by Test!" All of which is mere publicity; a waste of money, and bears no relation to real advertising. Real advertising is education. Real advertising does just what the personal salesman does. It is a presentation of the merit of the thing or service for sale.

The general principles of salesmanship and advertising should be and will be one day made a part of the public high school course; for, everybody has something for sale.

The general principles of salesmanship and advertising will teach a coming generation their real relation to each other, which constitutes a very large part of real education. They would teach the coming generation just what the real men who move the world are up against—and then, maybe, the next generation of real men wouldn't be up against so much.

A sales manager out of one of these industrial concerns could, within a half hour's talk, give a school assembly room full of young men and women more information of a marketable value than they could learn by a formal commercial course in a year.

Everybody has something to sell, and it doesn't make any difference what a young man or woman pursues in life, a knowledge of the principles of the sale of what they use will be of real value.

Industry and commerce are simply supplying one another's wants or needs, and it does not consist in getting all you can and giving as little as possible in return, which is dishonest, because it is unscientific, and unscientific because it is dishonest. The scientific way to *get more* is to *give more*. Yes, and the real way to bring about commercial reforms is to begin teaching them in the public schools; for many of the men who control industry and commerce today, are hopelessly ignorant of their real relation to the world, and our only hope for complete reform is in the men of tomorrow.

In these big businesses there are many very simple and useful principles locked away from the world at large. They are very common knowledge to those of us who are around them every day. A knowledge of the specific facts which surround sales and selling conditions would teach people that the business methods of this country have been no better than themselves; that they must improve themselves; that reforms, like charity, should begin at home.

United Advertising Co. Started

Leonard Dreyfuss, vice-president of the United Outdoor Advertising Corporation, Newark, N. J.; H. C. Daych, recently advertising manager of *Associated Advertising*, and E. E. Fettinger have organized the United Advertising Co. as an advertising agency in Newark, N. J. The firm is incorporated for $250,000.

Intra-City Advertising Co. Here

Intra-City Advertising Co., recently incorporated in Delaware with a capital of $100,000, has designated F. H. Parcells, 64 Wall Street, New York, its representative in New York state.

Stark Joins Harry Porter Company

W. B. Stark, formerly of the Ritter agency, has joined the staff of the Harry Porter Company, of New York, as an executive. Mr. Stark has had several years' experience in the advertising business with agencies, magazines and newspapers.

Addition to Maclay & Mullally Staff

Basil H. Pillard, who has been for several years head master in English at a well-known preparatory school and has had wide experience in writing, has joined the staff of the Maclay & Mullally, advertising agents of New York, and will assist in the copy and research departments.

Chicago Office for Howland & Howland

Howland & Howland, publishers' representatives of New York have opened a Chicago office at 10 La Salle street, under the management of Berry Stevens.

Lee Advertising Service Here

The Lee Advertising Service has been started in New York, with a capital of $20,000, by F. H. Creech, J. K. McGuire and L. Lee, 1476 Broadway. The company will engage in motion picture advertising also.

Karpen Account with Stavrum & Shafer

The firm of S. Karpen & Bros., Chicago, furniture manufacturers, has placed its advertising account with the Stavrum & Shafer Agency, also of Chicago. National magazines will be used.

Ampico Advertising Department Moved

The Ampico advertising department of the American Piano Company, formerly in the Knabe Building, New York, has been moved to 120 East Thirty-ninth street, where it will have an entire four-story residence for its use.

Where We Live

When you want to know about a man, go to his town and ask the "home folks" about him. It's the same way with a newspaper—the "home folks" know best.

Here in South Bend—where we live—the local advertisers are taking more and more space in the News-Times. As proof we present the following:—During the first sfx months of 1920 we made a gain of 804,472 lines in local display advertising. In the same time the competitive newspaper gained 161,694 lines. Thus the News-Times scored a victory of 741,778 lines in local display.

To really cover the Northern Indiana and Southern Michigan territory you simply must use the News-Times.

South Bend News-Times

Morning *Evening* *Sunday*

J. M. STEPHENSON, Publisher

Foreign Representatives

CONE, & WOODMAN, Inc.

Chicago New York Detroit Atlanta Kansas City

HARDWOOD RECORD

Published for those interested in reaching the manufacturers of hardwood lumber and the consuming wood-working factories, such as manufacturers of furniture of all kinds, automobile bodies, pianos, phonograph cases, wagons, etc., etc., In fine, the

Connecting Link

between the manufacturers and consumers of

Hardwood Lumber

For twenty-five years this journal has been published on the 10th and 25th of each month. The purchasing power behind our list of readers is

Over Half a Billion Dollars

and this represents the very cream of the trade. Our aim is "every subscriber a buyer."

Get in touch with us before completing your list if your client wishes to reach the field we cover.

Hardwood Record

537 S. Dearborn St., Chicago, Ill.

Harrison Makes Change

Samuel B. Harrison has resigned from the L. S. Goldsmith advertising agency and has joined the organization of Alfred J. Silberstein, advertising, Astor Court Building, New York. Mr. Harrison, prior to his connection with the Goldsmith firm, was in the copy department of the M. P. Gould agency, and before that for two years secretary to Hiram C. Bloomingdale of Bloomingdale Brothers, New York.

Wilson, Sales Head for New Car

E. B. Wilson, formerly director of sales for the Buick Motor Company, has been appointed sales manager of the new Chrysler six-cylinder car, to be introduced this year by the Willys Corporation.

Technical Agency Elects Vice-President

A. D. Bauer, president of the Technical Advertising Service, Inc., New York, announces the election of Raymond Hawley as vice-president. Mr. Hawley comes to the agency from the Keystone Motor Truck Corporation, Philadelphia.

Opens New York Office

The Greenleaf Advertising Corporation announces the opening of its headquarters at No. 516 Fifth avenue, New York. This corporation's headquarters was formerly in Boston. The officers are A. E. Greenleaf, George R. Dunham, Henry Knott, Arthur B. Hall, Howard H. Imray, Alfred H. Messing. Mr. Messing was formerly publisher of the Chicago *Examiner*.

Barrett to Handle Brownstone Advertising

Newton R. Barrett has become connected with J. C. Brownstone & Co., Fifth avenue, New York, and will conduct the advertising for this firm's thirty retail clothing stores.

New Accounts for James Agency

The James Advertising Agency of New York has obtained the account of the Industrial Engineering Company, concrete construction, of New York. This agency has also added the Daybrook toilet goods account of Detroit to its list.

Will Edit "The Sample Man"

James M. Golding, who has been advertising manager of the A. Krolik Company, Detroit, for some time, has been selected to edit "The Sample Man," official publication of the Sample Men's Association.

"Detroiter" Changes Editors

Milton Palmer, former Detroit newspaper advertising man, has resigned as editor of the *Detroiter*, official publication of the Detroit Board of Commerce, and has been appointed editor of the Oakland automobile house organ, published by the William N. Albee Company. He is succeeded as editor of the *Detroiter* by Howard R. Marsh, also a former newspaper man.

Greenwood Leaves Detroit "Times"

Thomas C. Greenwood, city editor of the Detroit *Times*, has resigned and has been succeeded by Frank Burton, formerly telegraph editor.

Allen, Dictionary Editor, Dead

Frederick Sturges Allen, aged 58, one of the leading American lexicographers and editor of Webster's New International Dictionary, died at his home in Springfield, Mass., Sunday, after several months' illness.

Boys' Magazine at Newark

The Oh Boy Publishing Company has been organized in Newark, N. J., for the purpose of publishing a new magazine devoted to boys and their interests. It will issue monthly. Herman B. J. Weckstein is managing editor, Jacob J. Kalter, editor, and Mack H. Herbetman, business manager.

"Good Housekeeping" Changes Commission

Effective with the November issue, *Good Housekeeping* will make new orders and orders now on its books subject to an agent's commission of 15 per cent with a 2 per cent cash discount.

Colver Questions National Trade Mark Value

The proposal that the Government authorize a "national trade mark" for all American export goods was opposed by William B. Colver, of the Federal Trade Commission, in a recent address before the Summer School for Pan-American and Foreign Commerce. Two objections were cited by Commissioner Colver. First, that such a mark would seem to put the stamp of equality on inferior goods; second, that the value of private trade marks would be lessened.

"If these objections can be met," he added, "a national trade mark may be made of the greatest aid and value to American business. If the national trade mark shall not be the substance but the symbol, and if the substance behind the symbol shall be the pledge of the nation, then that trade mark will be raised to the dignity of being the seal of national honor and will command respect—which means goodwill—in the uttermost markets of the world."

Big Rubber Demand Predicted

A report on the general sales and production situation of United States Rubber Company, as disclosed by a convention of branch managers, has been made by Homer E. Sawyer, vice-president, in which he says, in part:

"Reports brought in by more than 150 branch managers from every section of the country, gives prospects for a far heavier demand for rubber footwear of all kinds that we have ever had.

"Under ordinary circumstances rubber footwear for a summer or winter season is made by the United States Rubber Company well in advance of the season. This year, however, the unusually wet winter, with the consequent heavy demand for waterproof footwear made it practically impossible to build up reserve stocks in our warehouses. We anticipate that the volume of business this year in rubber footwear will be approximately 40 per cent in excess of last year."

Footwear, mechanical goods and tires each form, roughly speaking, on-third of United States Rubbers Company's business.

A Growing Youngster

Realizing how much importance you attach to the investing of your advertising appropriations, we believe you are always interested in reports of the condition of various publications.

The boy field is becoming more important to the advertiser each year, and consequently it is demanding more of his attention. In this field there are very few distinctive publications. BOYS' LIFE is one of them, and its progress is evidence of the value to those who know the magazine.

Never has BOYS' LIFE been in such a strong position as it is today.

Although the subscription price has been advanced twice in the past two years, we are today selling more subscriptions and more single copies than ever before. Our circulation growth has not been spectacular, but what has been added is sound.

The same is true of advertising. BOYS' LIFE is carrying more copy from a greater number of representative advertisers, and at a higher rate, than at any other time.

These facts show that BOYS' LIFE has a greater and greater value both to the subscriber and to the advertiser. These are the values that make for a strong publication for the advertiser. It is only on this basis that we seek to sell you BOYS' LIFE as one of the distinctively worth-while periodicals. It's the only publication covering the Scout field.

BOYS' LIFE

THE BOY SCOUTS' MAGAZINE

BOY SCOUTS OF AMERICA

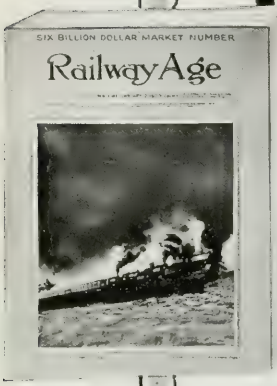
Publishers

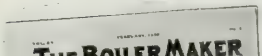
200 Fifth Avenue
New York

203 S. Dearborn St.
Chicago

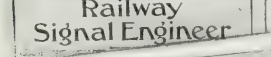
MEMBER AUDIT BUREAU OF CIRCULATIONS

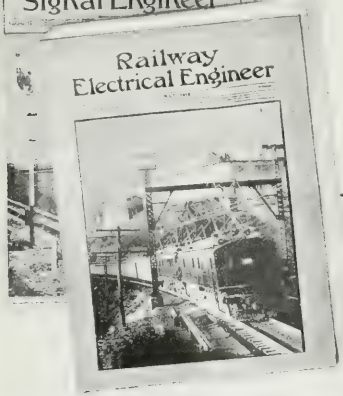
THE HOUSE OF











RAILWAY

A SINGLE railway publication answered in the day of singl track transportation, but just as the business of the countr demanded more tracks, the business of railway transportation de manded more railway publications, a demand which "The Hous of Transportation" has met with its Railway Service Unit.

Today, the Railway field is the second largest and most important industry in the world, while no industry is more highly specialized. It functions by de partments—departments in some cases in themselves as large as whole indus tries. Hence, to meet the demand of the railway field, "The House of Trans portation" publishes five railway papers and three cyclopedias each devoted t distinct phases of the railway field—Railway Age, Railway Mechanica Engineer, Railway Electrical Engineer, Railway Signal Engineer Railway Maintenance Engineer, Locomotive Cyclopedia, Car Builders Cyclopedia and Maintainance of way Cyclopedia, each of fundamenta importance both to those engaged in railway transportation, and to those who make the innumerable variety of articles modern railway operation demands.

The manufacturer of today no longer thinks of the railway market in terms of rails, motive power and rolling stock alone. He realizes the vast and varied ramifications of its needs. He is awake to the facts that there is scarcely a product of field, shop or forge which is not bought by the railways today. He knows that in the next three years the needs of the railways for operation and expansion will reach the ten billion dollar mark.

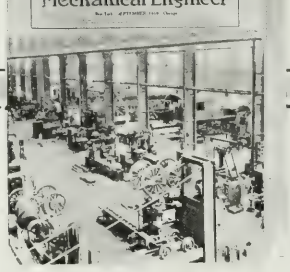
The result—each year it takes over 10,000 pages of advertising—exclusive of the cyclopedias—to satisfy their demand for space in The Railway Service Unit.

SIMMONS--BOARDMA

NEW YORK
Woolworth Bldg.

CHICAGO
Transportation Bldg.

CLEVELAND
The Arcade





TRANSPORTATION

MARINE

hen the great service rendered rail-y officials by this Unit is considered, at more natural than that those who re to do with transportation by water, uld look to the House of Transpor-on to supply a service unit to meet ir needs. To meet that demand has ne the "Shipbuilding Unit" of the House of Transportation—Shipbuilding Cyclopedia and Marine Engineering.

Of these two publications, the latter has long been noted for its high standing, while the former has been pronounced *"a magnificent work of prime importance."*

MATERIAL HANDLING

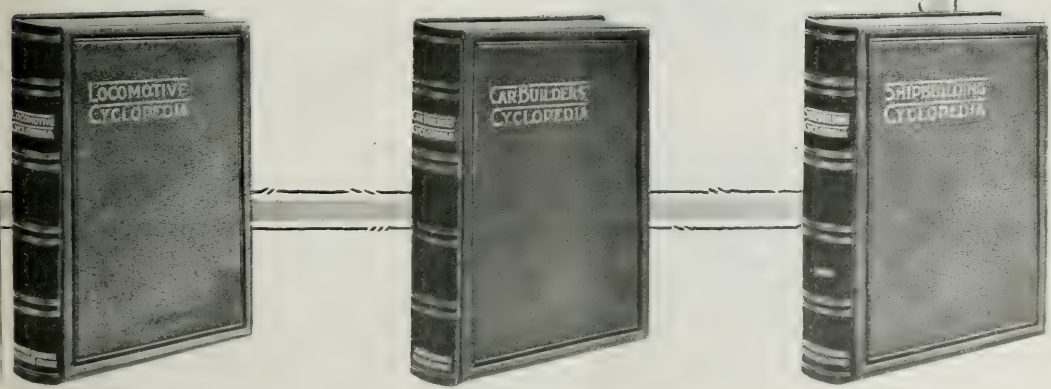
terial handling by means of machin-is an important factor in both pro-tion and distribution, and plays a big t in the progress of transportation h by land and water.

th this thought in mind the House Transportation has added to its other its a material handling section con-ing of the Material Handling CLOPEDIA to be published annually. In will be gathered together and classi-all machinery and appliances made in this country for handling material of all kinds. This Cyclopedia, like the others published by The House of Transportation, will contain a Catalog Section, which, due to the method of indexing, will be an integral part of the text, and will thus afford a most effective means of placing the sales message of those who make such products before all those who are interested in the great problem of efficient material handling.

his then is the Service rendered manufacturers by The House of ransportation—the affording of the direct means of reaching the urchase Power of both the rail and water transportation industries, e furnishing—through extensive research departments—of data useful manufacturers, and through its expert copy service department, to those who desire to reach in the most effective way that vast market hich modern transportation affords.

PUBLISHING COMPANY

CINCINNATI	WASHINGTON	LONDON
First Nat'l Bank Bldg.	Home Life Bldg.	34 Victoria St.



Dutch to Trade With San Francisco

San Francisco is about to enjoy extensive trade with Holland, according to W. H. Van Dorr, wealthy merchant of Rotterdam, who recently arrived in San Francisco.

"Holland is prepared to send butter, cheese, dried herring, and other articles to the United States," Mr. Van Dorr is reported as saying by the New York *Commercial*. "Until now, lack of ships has been a drawback. But, with the Holland-American Steamship Company operating a schedule of steamers between this city and Holland, there will arise a brisk trade between Holland and the United States. San Francisco as the leading commercial city on the Pacific Coast will get its share of the business.

"When I left Rotterdam I was told by merchants that the ship sailing from my home city to San Francisco would bring immense quantities of Holland butter. This butter will be sold at a reasonable price and will help in cutting down the high scale of living.

"Holland herring and cheese have always found a good market in the United States, but when the war interrupted transportation much of the goods wanted by firms in San Francisco has been unobtainable.

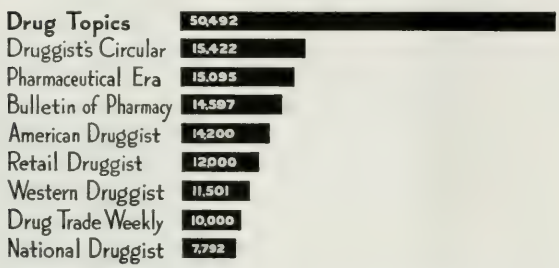
"The Holland importers and exporters in return for goods sent to the United States will desire dried and canned fish, cereals, barley, and jellies, olives and olive oil.

"Much of the goods that were formerly sent to New York and from there distributed to the Pacific Coast and other places will come direct to San Francisco.

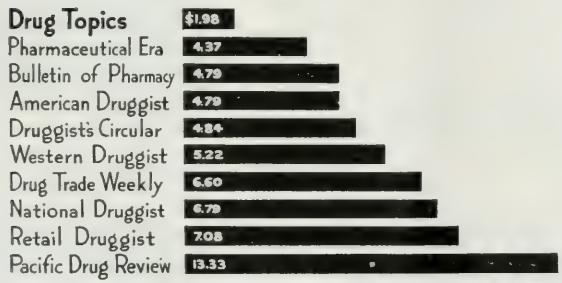
"California will receive considerable immigration from Holland in the near future. California as a desirable farming and dairying land has been widely advertised through Holland with the result that heavy immigration will be directed to the Pacific Coast. The Hollanders who are coming here will benefit the agricultural and dairy industries of the state."

Facts about drug publications

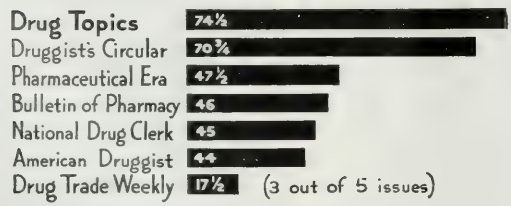
CIRCULATION



RATE PER PAGE PER THOUSAND
(based on twelve time rates)



JULY ADVERTISING VOLUME (PAGES)



(Send for rate card, sample copy and other information on Drug Topics immediately. Write 25 City Hall Place, N. Y., or telephone Worth 3855.)

Lists of Importers in Europe and Near East

Lists of commission merchants in Sweden and importers of general merchandise in Smyrna and in Tahiti, Society Islands, have been prepared by the Commercial Intelligence Section of the Bureau of Foreign and Domestic Commerce. These lists show not only the nature and character of the business, but are starred to indicate the relative importance and size of each firm in its community. These lists may be obtained from the bureau or its district and co-operative offices by referring to the file numbers:

	File N.
List of commission merchants in Sweden	EUR-12011
Importers of general merchandise in Smyrna	NE-7000
List of principal importers in Tahiti, Society Islands	EUR-3000

Record Traffic Through Canal

A total of 2,478 commercial craft, with an aggregate tonnage of 8,545,000 passed through the Panama Canal during the fiscal year ending June 30. This, according to official reports, sets a new record for commercial traffic through the "big ditch." These vessels paid in tolls and other charges more than $8,800,000. All expenses of operation and maintenance will not exceed $6,650,000 for the year, leaving a surplus of $2,150,000, five times the previous record surplus. However, the canal cannot be said to have made a "profit" since in this estimate no consideration has been taken of interest charges nor of depreciation in plant and equipment.

American Wearing Apparel in Canada Finds Ready Sale

Notwithstanding the present high rate of exchange and the consequent effort to curtail purchases in the United States, Canadians in the year ended March 31, 1920, expended more money for American wearing apparel than in any previous year, according to a recent consular report, the imports for that twelve-month from the United States aggregating $20,000,000 in value. The largest item in the list was clothing, which, including men's and women's outer garments of all kinds, reached a total of $7,000,000; clothing of wool alone exceeded $3,000,000. Hats, caps, and bonnets came next in importance with a value of $3,335,000, and boots and shoes third with $3,227,000.

Prior to the war the Canadian fancy was for German-made hosiery, doubtless on account of the price; but during the last few years it has drifted in the direction of American socks and stockings, the imports of which in 1919-20 had a value of more than $2,500,000. Of the total, $1,620,000 represented cotton hosiery. In all there were 8,444,796 pairs of socks and stockings imported from the United States, as compared with 7,384,908 pairs in the previous year.

Britain Buying U. S. Clocks

In May, England imported 158,445 clocks from Germany, and during the period of the five months of this year 759,210. In the same five months' period England purchased from the United States 190,259 clocks; from France, 11,882, and from other countries, 150,977. During the past five months England bought 114,422 gold, 136,262 silver and 708,209 other watches, or more than a million in the aggregate, besides 381,925 cases.

Issues Map of New Europe

The American Exchange National Bank has just issued, for distribution among its customers and friends, a map of new Europe, showing all the new republics, including the recently established Caucasion States of Daghestan, Georgia and Azerbaijan on the borders of the Caspian. Of unusual interest is the small map of old Europe, printed on the same sheet, which will prove extremely useful for reference purposes.

Poster Advertising for Electrical Show

In addition to the customary newspaper advertising the New York Electrical Exposition this year will use posters, window cards, mail enclosures and envelope seals.

The poster has just been completed. It is the work of Fred G. Cooper and shows Electricity as an untamed element, in the process of subjugation. A vivid flash of lightning dominates one side of the poster—two hands typifying human skill, have gripped this flash, tamed it, harnessed it to a push button and put it to work. The poster is in two shades of blue, on a grey background. The hands are flesh color, and the push button is in brass.

In addition to its use on the boards, the poster will be reduced and used in windows throughout the city. A reproduction in miniature will be distributed among all the show exhibitors for use as a seal on their correspondence.

Electrical show advertising will be in charge of Cyril Nast of the New York Edison Company and will be handled by the Tucker Agency while the publicity is in charge of Norman Maul, of The New York Edison Company.

To Make "Industrial Engineers"

Blending economics with science in new courses of study to meet the problems of an advancing industrial era and to link the classroom and laboratory with the world's workshops and markets, Columbia University in New York has adopted, as a fixed part of its scientific curriculum, a scheme of instruction aimed to fit men to head great industrial and commercial enterprises.

Dean George B. Pegram, of the Schools of Mines, Engineering and Chemistry, announces that a three-year course leading to the degree of master of science in industrial engineering is to be begun this fall. The course, Dean Pegram says, is not to constitute a short cut to professional success, but to afford rigid training to satisfy what he calls a growing demand for executives and managers of manufacturing and other industrial and commercial enterprises who are instructed in both engineering and business principles and practices.

Branded Goods Are Selling Well

The value of branding merchandise and advertising the brand to the consumer is demonstrated in the present business situation, the New York *Tribune* states. Makers of branded goods are enjoying a greater volume of sales than are the producers of unbranded merchandise, and also they have been able to maintain prices much better than have the makers of anonymous goods.

This is demonstrated clearly in the reports coming from the commission houses handling well-known brands of ginghams and of selling agents for branded sheetings and muslins. Retailers and jobbers alike feel that while demand may slump in general, some business will be done and that it is likely to be centered on goods that are of known standard and well advertised to the consumer.

In the silk market those houses that brand their merchandise and advertise it freely apparently are doing more business than concerns that put out merchandise without a name. The same is true in the men's clothing industry and to a less extent in the women's apparel field. A tendency toward establishing branded names in the women's garmen industry is growing rapidly, and several houses that have adopted brands recently are understood to be meeting with success.

The makers of branded goods, however, assert that the establishment of a brand in public favor necessitates a lengthy and expensive advertising campaign, together with a rigid maintenance of quality.



PUBLISH YOUR OWN LATIN-AMERICAN MAGAZINE

For some time we have been writing and publishing a complete Trade Magazine in Spanish and Portugese for two of the leading manufacturers of the United States.

We have room in our Foreign Department for the production of one more Trade Magazine, provided it is non-competitive.

We will be pleased to outline the plan to any merchant or manufacturer interested in Latin-American trade.

We originate, write and place advertising in any part of the world.

Write for a copy of "Advertising a Factor in Developing Foreign Trade."

FRANK SEAMAN

INCORPORATED

Foreign and Domestic Advertising

470 Fourth Avenue, *corner of 32nd Street*

New York City

Chicago Office: *Monroe Building*
Monroe St. and Michigan Ave.

Associated with Mather & Crowther, Ltd.
London, England

re:

. . . This statement has caused a great deal of comment and has resulted in the revamping of several advertising campaigns. It represents a note of truth that we have for years preached in a desultory way but which has been drowned out by the volume of other stronger shouting:

"The retail merchant holds the key to the situation. He is the recognized buying representative for the consumers within his zone of influence. He knows their needs.

"His customers come to him for satisfaction and value. They expect him to give them what is best irrespective of its name.

"The merchant often finds substitution a duty. His first duty is that of selection. He cannot and should not carry everything. He sells what he selects."

Some years ago the . . . Publishing Company backed up our argument of the position and selling power of the retail merchant with this statement:

"Less than ten per cent. of the merchandise sold by department and dry goods stores has ever seen the light of consumer publicity."

We wondered how much of that ten per cent. is sold on consumer demand and how much of it is sold because it happens to be the line that the merchant has selected. In other words: what percentage of a store's sales of say McCallum Silk Hosiery are made on the customer's request for "McCallum" and what percentage are made on the request for "silk hosiery."

For more than a year subscription men, editorial men and women and individual researchers watched sales at the retail counters in different types of stores throughout the country. They talked with clerks and department heads. Here is the consensus of their opinion:

"Not more than one-tenth of that ten per cent. is asked for by its advertised name."

The reason our printed figure reads 97% instead of 99% is that 97% is big enough to establish the point—and because we want to be fully fair, we are crediting advertising inquiries with three times what we really believe their just credit to be.

The above facts by themselves are not to be applied to the value of consumer advertising in general. Not at all. We fully recognize the very definite and important place of consumer advertising in modern business. There is great power in it. There is great value to be derived from it when so used that its power can produce something.

The point of that 97% is to show that the modern dry goods and department store merchant is a many times bigger factor than advertising men usually credit him with being. He comes first in the general scheme of merchandising. Acquaint him with the merchandise facts. . . .

Extracts from a letter addressed to advertising agencies.

* 97%

of Dry Goods and allied lines are sold on the recommendation of the Retail Merchant

In the eyes of the Consumer he is responsible

* PROVED BY RESEARCH

Do you really know the DRY GOODS ECONOMIST?

DRY GOODS ECONOMIST
239 West 39th St.
New York

Advertising & Selling's Directory of Business Publications—1920

	Name of Publication	Address	When Issued and Date	Ad. Forms Close	Type Size of Page (Inches)	Column Width (Ins.)	Half Tone Screen Used	Page Rate One Time	12 Page Contract	52 Page Contract	Sub. Price	Av. Net Pd. Circ. Yr. End. 6/30/20	Total Circ.	Member Asso. Bus. Papers	Member of A.B.C.
	ARCHITECTURE														
1	American Architect	New York	Weekly, Wed.	Week prec.	7 x10	$3\frac{3}{8}$	133	$115.00		$75.00	$10.00	3,143	3,792	Yes	Yes
2	Architecture and Building	New York	15th of month	5th.	7 x10	$3\frac{1}{2}$	150	70.00			2.50	6,219	6,219	No	No
3	Architectural Record	New York	Monthly, 10th.	10th prec.	$5\frac{1}{2}$x 8	$2\frac{5}{8}$	133	150.00	125.00		3.00	10,575	11,647	Yes	Yes
4	Journal Amer. Inst. of Architects	New York	Monthly, 1st.	15th prec.	7 x10	$3\frac{3}{8}$	150	100.00	840.00		5.00		2,800	No	No
5	Western Architect	Chicago, Ill.	Monthly.	20th prec.	7 x10	$3\frac{1}{2}$	175	75.00	45.83		5.00	1,550			No
	AUTOMOBILES														
6	Amer. Auto. Digest	Cincinnati, Ohio	Monthly, 1st.	1st prec.	$5\frac{1}{2}$x 8	$2\frac{5}{8}$	120	250.00	200.00		2.00	81,526	82.058		Yes
7	Auto. Trade Directory	New York	Quarterly	20th prec.	5 x 8	$2\frac{3}{8}$	133	150 00			10.00			No	No
8	Auto. Trade Journal	Philadelphia, Pa.	Monthly, 1st.	20th prec.	$5\frac{1}{2}$x $8\frac{1}{8}$	$2\frac{1}{2}$	120	225.00	180.00		2.00	32,472	34,130	No	Yes
9	Automotive Industries	New York	Weekly, Thurs.	Sat. prec.	$7\frac{1}{4}$x10	$3\frac{7}{16}$	120	125 00		100.00	3.00	9,105	10,658	Yes	Yes
10	Automotive Manufacturer	New York	Monthly, 15th.	10th.	10 x $7\frac{1}{16}$	$3\frac{1}{2}$	133	85.00	75.00		2.00			No	No
11	Automotive Mechanic	Minneapolis, Minn.	Monthly, 25th.	20th.	$7\frac{1}{4}$x10	$2\frac{1}{2}$	133	50.00	40.00		1.00	3,500	3,900	No	No
12	Canadian Motorist	Toronto, Can	Monthly, 1st.	20th prec.	$6\frac{3}{4}$x $9\frac{1}{2}$						1.00			No	Yes
13	Commercial Vehicle	New York	S.M.,1st, 15th.	10th and 25th prec.	$7\frac{1}{4}$x10	$3\frac{9}{16}$	120	100.00	90.00		2.00	3,602	4,766	No	Yes
14	Motor	New York	Monthly, 1st.	15th prec.	$8\frac{1}{4}$x12	2	133	400.00	320.00		6 00	50,000	50,000	No	Yes
15	Motor Age	Chicago, Ill.	Weekly, Thurs.	Mon. prec.	$7\frac{1}{4}$x10	$3\frac{1}{2}$	133	160.00		125.00	5.00	42,183	43,357	Yes	Yes
16	Motor Life	New York	Monthly.	28th prec.	$8\frac{5}{16}$x$11\frac{5}{16}$	2	133	350.00	260.00		3.00	24,840	30,030		Yes
17	Motor Record	New York	Monthly, 15th.	1st prec.	$7\frac{1}{4}$x10	$3\frac{1}{2}$	133	175.00	100.00		3.00	10,194	10,893	No	Yes
18	Motor World	New York	Weekly, Wed.	Sat. prec.	$7\frac{1}{4}$x10	$3\frac{9}{16}$	120	160.00		125.00	3.00	22,174	23,897	Yes	Yes
	BAKING AND CONFECTIONERY														
19	Bakers' Helper	Chicago, Ill.	S.M.,1st, 15th.	10 days prec.	$7\frac{1}{2}$x10	$3\frac{3}{8}$	133	65.00	56.00		2.00	5,435	6,233	No	Yes
20	Bakers' Review	New York	Monthly, 28th.	22nd prec.	7 x10	$3\frac{1}{2}$	133	90.00	75.00		2.00	6,204	7,462	No	No
21	Bakers' Weekly	New York	Weekly, Sat.	10 days prec.	7 x10	$3\frac{3}{8}$	120	90.00		55.00	2.00	6,877	7,900	Yes	Yes
22	Confectioners' Journal	Philadelphia, Pa.	Monthly.	10th prec.	10 x 7	$3\frac{1}{2}$	100	70.00	55.00		3.00	5,171	4,826		Yes
23	Confectioners' Review	Cincinnati, Ohio	Monthly, 15th.	10th prec.	$8\frac{1}{4}$x11	$2\frac{5}{8}$	133	75.00	56.25		3.00	4,682	4,994	No	No
24	Feedingstuffs	New York	Monthly, 12th.	9th prec.	7 x10	$3\frac{1}{2}$	133	90.00	60.00		2.00		2,988	No	No
25	Ice Cream Trade Journal	New York	Monthly, 15th.	5th prec.	$5\frac{9}{16}$x 9	$2\frac{9}{16}$	133				2.00	1,812	1,730		Yes
26	National Baker	Philadelphia, Pa.	Monthly, 15th.	10th prec.	$7\frac{1}{4}$x10	$3\frac{1}{2}$	100	46.00	36.00		2.00	2,758	2,860		No
27	Soft Drink Journal	Chicago, Ill.	Monthly, 1st.	20th prec.	$7\frac{1}{2}$x$10\frac{1}{2}$	$3\frac{5}{8}$	120	70.00	55.00		2.00	7,400	7,500	No	No
28	Western Baker	San Francisco, Cal.	Monthly, 1st.	15th prec.	7 x10	$3\frac{3}{8}$	133	60.00	40.00		2.00	3,146	3,250	No	No
	BELTING														
29	Belting and Transmission	Chicago, Ill.	S.M., 5th, 20th.	10 days prec.	7 x10	$2\frac{1}{8}$	150	125.00	95.00		2.00		8,443	No	No
	BLACKSMITHING														
30	American Blacksmith	Buffalo, N. Y.	Monthly, 15th.	5th prec.	7 x10	$3\frac{1}{2}$	120	90.00	90.00		1.00	10,300		No	No
31	Blacksmith and Wheelwright	New York	Monthly, 10th.	25th prec.	14 x$9\frac{5}{8}$	$2\frac{1}{4}$	120	90.00	75.00	75.00	1.00	71,145	83,056	No	Yes
	BRICKMAKING														
32	Brick and Clay Record	Chicago, Ill.	S. M., Tues.	Week prec.	7 x10	$3\frac{3}{8}$	133	125.00			3.00	3,087	3,600	Yes	No
33	Clay-Worker	Indianapolis, Ind.	Monthly.	10th prec.	7 x $9\frac{1}{2}$	$3\frac{3}{8}$	130				2.00				No
	BUILDING														
34	American Builder	Chicago, Ill.	Monthly, 1st.	20th prec.	$6\frac{13}{16}$x$9\frac{13}{16}$	$3\frac{5}{16}$	120	225.00	200.00		3.00	46,506	48,466	No	Yes
35	Building Age	New York	Monthly, 1st.	10th prec.	7 x10	$3\frac{3}{8}$	120	150.00	125.00		2.00	12,148	13,821	No	Yes
36	Buildings and Building Management	Chicago, Ill.	S. M., Monday.	Mon. prec.	$7\frac{1}{4}$x10	$3\frac{1}{2}$	133				2.00	1,891	2,250	Yes	No
37	Building Industry	Cleveland, Ohio	Monthly, 5th.	15th prec.	7 x10	$3\frac{3}{8}$	150	70.00	60.00		3.00	650	3,500	No	No
38	Building Supply News	Chicago, Ill.	S. M., Tues.	Week prec.	7 x10	$3\frac{3}{4}$	133	125.00			2.00	2,258	3,500	Yes	No
39	National Builder	Chicago, Ill.	Monthly, 1st.	15th prec.	$7\frac{1}{4}$x10	$3\frac{1}{2}$	122	150.00	130.00		2.00	15,248	15,954	Yes	Yes
40	Real Estate Record and Builders Guide	New York	Weekly, Sat.	Thurs. prec.	$10\frac{1}{2}$x$7\frac{3}{8}$	$2\frac{3}{8}$	133	80.00		60.00	5.00	3,400	3,750	No	No
	CEMENT AND CONCRETE														
41	Cement, Mill and Quarry	Chicago, Ill.	S.M., 5th, 20th.	10 days prec.	7 x10	$2\frac{1}{8}$	150	100.00	75.00		2.00	4,412	5,600	No	No
42	Concrete Products	Chicago, Ill.	Monthly, 10th.	1st prec.	7 x10	$2\frac{1}{8}$	150	100.00	80.00		1.00		5,011	No	No
	CHEMICAL ENGINEERING														
43	Chemical Engineering Catalog	New York	Yearly, Sept.	July 1st	7 x10	$3\frac{3}{8}$	133				7.50	11,500		No	No
44	Chemical and Metallurgical Engineering	New York	Weekly, Wed.	9 days prec.	7 x10	$3\frac{1}{2}$	120	170.00		120.00	5.00	12,165			Yes
45	Journal of Industrial & Eng. Chemistry	New York	Monthly, 1st.	10th prec.	7 x10	$3\frac{3}{8}$	133	96.25	87.50		6.00	15,000	15,200	No	No
	COAL														
46	Black Diamond	Chicago, Ill.	Weekly, Sat.	Wed.	9 x12	$2\frac{1}{4}$	133	75.00		65.00	5.00	6,667		Yes	No
47	Coal Age	New York	Weekly, Thurs.	Mon. prec.	$3\frac{1}{4}$x10	2		150.00							
48	Seward's Journal	New York	Weekly, Sat.	Wed. Prec.	$8\frac{3}{4}$x$11\frac{1}{4}$	$4\frac{1}{4}$					5.00	5,575			No
	CONTRACTING														
49	Western Contractor	Kansas City, Mo.	Weekly, Wed.	Mon. prec.	10 x 7	$3\frac{1}{4}$ x$2\frac{1}{4}$		33.00	29.00	24.00	5.00	1,485	1,800	No	No
50															
51															
	CYCLING														
52	Motorcycle and Bicycle, Illustrated	Hartford, Conn.	Weekly.	1 wk. prec.	$7\frac{1}{4}$x10		120				2.00	6,000		No	No
	DRUGS														
53	American Journal of Pharmacy	Phila., Pa.	Monthly	20th prec.	$4\frac{1}{8}$x$7\frac{1}{8}$	2x$7\frac{1}{8}$	120				3.00	1,200		No	No
54	Bulletin of Pharmacy	Detroit, Mich.	Monthly, 1st.	20th prec.	9 x$6\frac{3}{8}$	3	120	86.00	70.00		1.00	15,000		Yes	No
55	Drug Store Merchandising	Chicago, Ill.	Monthly, 1st.	15th prec.	10 x10	$2\frac{3}{8}$x$2\frac{1}{4}$	133				2.00	7,000			No
56	Drugdom	Chicago, Ill.	Monthly, 1st.	15th prec.	$3\frac{1}{2}$x5	$3\frac{1}{2}$	120				2.00	3,979			No
57	National Drug Clerk (See Drug Store Merchandising)														
58	National Druggist	St. Louis, Mo.	Monthly, 5th.	25th prec.	$6\frac{1}{2}$x$9\frac{1}{4}$	$3\frac{1}{4}$	110	68.00	53.00		1.00	7,000	7,000		
59	Northwestern Druggist	St. Paul, Minn.	Monthly, 1st.	20th prec.	$6\frac{1}{2}$x9	$3\frac{1}{4}$	133	50.00	40.00		2.00	4,125	4,424	Yes	No
60	Pacific Drug Review	Portland, Ore.	Monthly, 1st.	15th prec.	$7\frac{1}{4}$x10	$3\frac{3}{4}$	120	50.00	40.00	40.00	2.00	2,750	3,000	No	No
61	Retail Druggist	Detroit, Mich.	Monthly, 5th.	20th prec.	$8\frac{1}{2}$x6	3	133	100.00	85.00		1.00	8,889	9,204	No	Yes
62	Western Druggist	Chicago, Ill.	Monthly, 15th.	5th prec.	7 x10	$3\frac{1}{2}$	150	90.00	72.00		1.50	11,520	11,825	Yes	No
	DRY GOODS														
63	Dry Goods Merchants Trade Journal	Des Moines, Ia.	Monthly, 1st.	20th prec.	$7\frac{5}{16}$x10	$2\frac{1}{2}$	120	250.00	195.00		3.00	11,314	15,303	No	Yes
64	Dry Goods Economist	New York	Weekly, Sat.	Sat. prec.	$8\frac{3}{4}$x$12\frac{3}{4}$	$2\frac{1}{16}$	120	275.00			6.00		15,514	Yes	Yes
	DYEING														
65	National Cleaner & Dyer	Chicago, Ill.	Monthly, 20th.	5th prec.	$8\frac{1}{4}$x$10\frac{1}{4}$	4	133	60.00	51.00		2.00	4,065	4,478	No	Yes
	ELECTRICAL														
66	Central Station	New York	Monthly, 10th.	1st prec.	7 x10	$3\frac{1}{4}$		80.00	60.00		2.00	7,000	7,200	No	No
67	Electrical Contractor-Dealer	New York	Monthly, 1st.	10th prec.	7 x10	$3\frac{1}{2}$	120	60.00	50.00		2.00	3,500	3,500	No	No
68	Electrical Dealer & Contractor	Toronto, Can	Monthly, 20th.	18th prec.	$7\frac{1}{4}$x10	$3\frac{1}{2}$	120	35.00	25.00		1.00	700	1,100	No	No
69	Electric Journal	Pittsburgh, Pa.	Monthly, 1st.	20th prec.	7 x10	7	133	100.00	75.00		2.00	10,030		No	No

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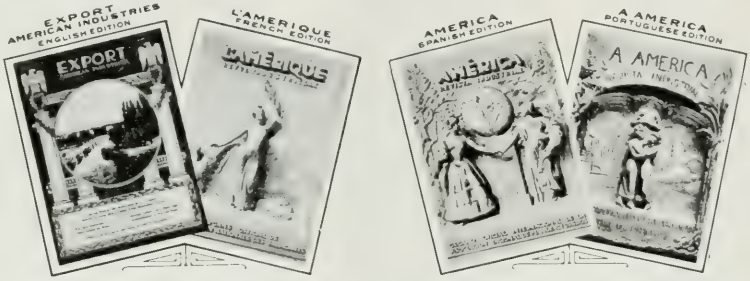
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	ELECTRICITY—Continued														
70	Electrical Record	New York	Monthly, 1st	15th prec	7 x10	3 3/8	133	175 00	125 00		3 00	8,940	10,553	Yes	Yes
71	Electrical Review	Chicago, Ill	Weekly, Sat	Mon. prec	7 x10	2 1/2	150	145 00	120 00	105 00	3 00	6,289	7,568	No	Yes
72	Highway Engineer & Contractor	Chicago, Ill	Monthly, 1st	10 days prec	7 x10	2 1/2	150	130 00	105 00		2 00		8,000	No	No
73	Journal of Amer. Inst. of Elec. Engineers	New York	Monthly, 1st	15th prec	7 x10	3 3/8	133	125 00	100 00		10 00	13,000	15,200	No	No
74	Engineering World	Chicago, Ill	Monthly, 1st	25th prec	7 x10	2 1/8	150	130 00	105 00		2 00	9,744	11,000	No	No
	ENGINEERING														
75	Mechanical Engineering	New York	Monthly, 1st	12th prec	7 x10	3 3/8	133	88 00	80 00		4 00	15,150	15,700	No	No
76	A. S. M. E. Condensed Catalogues of Mechanical Equipment	New York	Yearly	First prec	4 1/2 x7 1/2	2 1/2	150	90 00			4 00		14,000	No	No
77	Safety Engineering	New York	10th month	First prec	5 1/2 x8	2 5/8	133	87 50	67 50		3 00	5,281	5,500	Yes	No
	EXPORTING														
78	American Exporter	New York	10th month	20th prec	7 1/2 x10	3 1/2	120	625 00	500 00		4 00		53,166	Yes	Yes
79	El Automovil Americano	New York	Monthly	15th prec	7 1/2 x10	3 1/2	120	175 00	125 00		3 00		€393	No	No
80	Electrical Export	New York	10th month	15th prec	7 x10	3 3/8	130	160 00	100 00		3 00		4,500	No	No
81	El Norte Americano	New York	Monthly, 1st	10th prec	13 3/4 x10	2 5/8	120	225 00	160 00		5 00		15,819	No	No
82	Export American Industries	New York	Weekly	15th prec	7 x10	3 1/2	120	500 00	400 00		3 00		60,140	No	Yes
	EXPRESS & TRANSPORTATION														
83	Distribution and Warehousing	New York	Monthly, 1st	25th prec	7 1/2 x10	2 1/2	133	75 00	60 00		2 00	1,535	2,402	Yes	No
84	Traffic World	Chicago, Ill	Weekly, Sat	Thur. prec	7 1/2 x10 1/2	3 5/8	120	80 00		56 00	10 00	7,284	7,477	No	Yes
	FIRE PROTECTION														
85	Fire & Water Engineering	New York	Weekly, Wed	Sat. prec	7 x10	3 3/8	133	125 00	105 00	85 00	4 00	4,076	4,532	Yes	Yes
86	Fire Ser	New York	Weekly, Sat	Mon. prec	10 1/4 x7 3/4	2 1/2	120	58 56		40 00	2 50	1,544	2,179	No	Yes
	FOUNDRY														
87	Can Foundry Men & Metal Industry News	Toronto, Ont	Monthly, 7th	2nd prec	7 1/4 x10	14 ems	120	60 00	40 00		2 00	1,142	1,450	No	No
88	The Foundry	Cleveland, O	Semi-monthly	15 days prec	7 x10	3 3/8	110	160 00	100 00		2 00	11,036	12,259	Yes	Yes
89	Metal Industries	New York	Monthly, Thur	25th prec	7 1/4 x10	3 1/2	120	60 00	50 00		1 00	4,839	5,672	No	Yes
	FREE DISTRIBUTION														
90	Hitchcock's Machine Tool List	Chicago, Ill	Monthly, 1st	12th prec	3 x5 1/3	3	150	45 00	35 00		Free			No	No
	FRUIT														
91	Produce News	New York	Weekly, Sat	Fri. prec	15 x20	2 1/8	65	200 00	150 00	150 00	2 00	10,394	11,194	No	No
	FURNITURE														
92	Canadian Woodworker & Furniture Mfr	Toronto, Ont	Monthly, 15th	8th prec	7 1/4 x10	2 1/2	133	50 00	420 00		1 00	2,400		No	No
	Furniture Dealer	Minneapolis	Monthly, 25th	15th prec	7 1/4 x10	3 1/4	133	60 00	50 00		2 00		3,588	No	No
93	Furniture Index	Jamestown, N. Y	Monthly, 1st	10th prec	7 x10	3 1/4 x10	133	60 00	50 00		2 00	4,000	4,500		Yes
94	Furniture Mfr. & Artisan	Grand Rapids, Mich	Monthly, 15th	1st prec	7 x10	2 3/8	150	90 00	60 00	60 00	2 00	2,268	2,801	Yes	Yes
95	Furniture Merchant Trade Journal	Des Moines, Ia	Monthly, 15th	10th prec	7 x10	2 1/8	133	80 00	60 00		3 00	3,210	4,805	Yes	No
96	Furniture Worker	Cincinnati, O	Monthly, 5th	1st prec	7 1/4 x10	2 1/8	133	70 00	50 00		2 00		4,000	No	Yes
97	Grand Rapids Furniture Record	Grand Rapids, Mich	Monthly, 1st	20th prec	7 x10	2 3/8	150	125 00	90 00	90 00	3 00	4,896	5,668	Yes	No
98	St. Louis Furniture News	St. Louis, Mo	Monthly, 1st	24th prec	7 1/4 x10	3 1/8	133	55 00	45 00		2 00	3,100	3,100	No	
	FURS														
99	Fur Trade Review	New York	Monthly, 20th	1st prec	8 1/2 x6 1/8	3	133	50 00	40 00		3 00	2,200	2,500	No	No
	GAS														
100	Gas Age	New York	Semi-monthly	10th & 25th prec	7 x10	3 1/2	133	72 00	60 00		3 00	2,490	2,881	Yes	Yes
101	Gas Engine	Cincinnati, O	Monthly, 25th	10 d. prec	7 x10	3 1/2	150	90 00	70 00		2 00			No	Yes
102	Acetylene Journal	Chicago, Ill	Monthly, 1st	20th prec	7 x10	3 1/2	120	55 00	45 00		1 00		3,300	No	No
103	American Gas Eng. Journal	New York	Weekly, Sat	15th prec	7 x10	3 3/8		40 00	34 00	25 00	3 00	1,483	1,750	No	Yes
104	Gas Record	Chicago, Ill	Semi-mo. Wed	Wed. prec Mon. prec	7 x10	2 1/8	133	70 00	60 00		2 50	2,104	2,725	Yes	
	GENERAL MERCHANDISING														
105	House Furn. Journal	Chicago, Ill	Monthly, 10th	5th prec	7 1/4 x10 1/2	2 3/8	133	75 00	58 00		1 00	5,510	5,510	No	No
106	House Furn. Review	New York	Monthly, 10th	20th prec	7 x11	2 1/2	133		115 00		2 00				No
107	Inland Merchant	New York	Monthly, 10th	5th prec	7 3 x10 1/4	2 1/2	120	125 00	100 00		3 00	6,208	7,126	No	Yes
108	The Merchants Journal	Topeka, Kansas	Weekly, Sat	Wed. prec	7 7/8 x11	2 1/2	120	35 00	35 00	25 00	2 00	3,600	4,100	No	
109	The Picture & Art Trade & Gift Shop Journal	Chicago, Ill	Monthly, 5th	1st prec	7 1/4 x10	3 1/2	133	56 00	450 00		2 00	3,300	3,500	No	No
110	Sporting Goods Gazette	Syracuse, N. Y	Monthly, 15th	10th prec	7 x10	3 1/2	120	35 00	400 00		1 00	5,317		No	No
111	The Trade Outlook	Louisville, Ky	Monthly, 1st	26th prec	7 5/16 x10 5/16	2 1/2	130	45 00	40 00		1 50	5,276	5,651	No	
	GROCERIES														
112	Canadian Grocer	Toronto, Ont	Fri. Weekly	Tues. prec	10 x 7 1/2	2 1/4	120	65 00		40 00	4 00	6,149	6,795	Yes	Yes
113	Commercial Bulletin	Los Angeles, Cal	Fri. Weekly	Wed. prec	8 3/4 x11 3/4	2 1/8	133	30 00	28 00	25 00	2 50	3,041	3,222	No	No
114	Grocers Magazine	Boston, Mass	Monthly, 1st	25th prec	7 1/2 x10	3 1/2	133	60 00	50 00		1 50	3,670	3,805	No	No
115	Modern Merchant & Grocery World	Philadelphia, Pa	Weekly, Mon	Wed. prec	10 1/2 x 7 1/4	3 1/2	120	60 00	50 00	40 00	3 50	3,075	3,200	No	No
116	National Grocer	Chicago, Ill	Weekly, Mon	25th prec	7 x10	2 1/4	133	115 00	90 00		1 00	9,334	9,496	No	No
117	Simmons Spice Mill	New York	10th, monthly	8th prec	5 1/2 x 8	2 5/8	129	100 00	65 00		3 00			No	No
118	Retail Grocers Advocate	San Francisco	Weekly, Fri	Tues. prec	6 3/4 x10	3 1/2	100				2 50	2,395	3,180	No	
	HARDWARE														
119	American Cutler	New York	Monthly, 1st	20th prec	8 x 5 1/2	2 1/2	120	40 00	32 50		1 00	5,400	6,500	No	No
120	Hardware Age	New York	Weekly, Thurs	9th prec	7 x10	3 7/16	133	145 00	126 00	96 00	3 00	16,909	18,579	Yes	Yes
121	Hardware & Metal	Toronto, Can	Weekly, Sat	Sat. prec	7 1/2 x10	2 1/4	120	65 00	56 00	40 00	4 00				Yes
122	Hardware Merchants Trade Journal	Des Moines, Ia	Monthly, 15th	10th prec	7 5/8 x10	2 1/2	120	50 00	40 00		3 00	2,781	4,535	No	
123	Hardware Trade	Minneapolis, Minn	Every alternate Wed	Sat. prec	7 7/8 x11	2 1/2	130	60 00			2 00	3,714	3,994	No	No
124	National Hardware Bulletin	Argos, Ind	Monthly, 10th	25th prec	7 x10	3 3/8	120	105 00	93 00		1 00	17,649	18,697	No	Yes
	HARNESS														
125	Harness	New York	Monthly, 15th	10th prec	10 x 7 1/2	3 1/2	133	50 00	45 00		1 00		3,000	No	No
126	Harness Gazette	Rome, N. Y	Monthly, 15th	10th prec	10 x 7	3 1/2		40 00	35 00		1 00	2,000	2,500	No	
	HOSPITALS														
127	Modern Hospital	Chicago, Ill	Monthly, end of month	10th prec	6 3/4 x 9 1/2	3 1/3	133	120 00	100 00		3 00		6,064	Yes	Yes
128	Modern Hospital Year Book	Chicago, Ill	Yearly, about Apr. 1st	Dec. prec	6 3/4 x 9 1/2		133						11,000		Yes
	IMPLEMENTS AND VEHICLES														
129	Canadian Implement & Trade Power Farming	Toronto, Can	Monthly, 25th	10th prec	7 1/2 x10	2 1/3	120	75 00	60 00		1 00		6,000	No	No

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	IMPLEMENTS AND VEHICLES—Con.														
130	Farm Machinery—Farm Power	St. Louis, Mo.	Monthly, 1st, 15th.	5 days prec.	7 1/2 x 10	2 1/3	133	$95.00	$82.50	$72.50	$1.00	6,975	7,451	Yes	No
131	Hardware & Implement Journal	Dallas, Texas	Semi-monthly	8th and 22nd week prec.	7 1/2 x 10	2 1/3	120	49.00			1.00	7,250		No	No
132	Implement & Tractor Age	Springfield, Ohio	Semi-monthly	5th and 20th 1st and 15th prec.	7 5/8 x 10 1/2	2 1/2	133	90.00	75.00		1.00	5,230	5,463	Yes	No
133	Implement & Tractor Trade Journal	Kansas City, Mo.	Weekly, Sat.	Mon. prec.	7 1/2 x 10	2 1/3	120	90.00	81.75	70.00	2.00	7,000	7,500	Yes	Yes
134	Power Farmer Dealer	St. Joseph, Mich	Monthly, 15th	1st prec.	7 1/4 x 10	3 1/2	133	125.00	100.00		1.00	6,196	6,723	Yes	Yes
135	Tractor & Gas Engine Review	Madison, Wis.	Monthly, 25th	15th prec.	6 7/8 x 10 5/16	2 1/6	110	175.00	150.00		.50	30,682	32,000	No	No
136	Farm Implement News	Chicago, Ill.	Weekly, Thurs.	Week prec.	7 3/4 x 10 1/2	2 1/2	133	100.00	84.00	75.00	2.00	7,508	8,189	Yes	Yes
	INDUSTRIAL AND MANUFACTURING														
137	Hendricks Comm. Register of U. S.	New York	Yearly, Nov. 1	July 30th	6 1/4 x 8	2	120	225.00	150.00		12.50		80,000	No	No
138	Industrial Record	Dallas, Texas	Semi-monthly, 1st and 15th	Week prec.	7 1/2 x 10	2 1/3	120	41.00	41.00		2.00	5,000		No	No
139	Kellys Directory	New York	Yearly.	Dec. 31st	7 x 9		120	225.00	150.00		20.00			No	No
140	The Merchant	Dallas, Texas	Monthly, 1st	20th prec.	7 5/8 x 11	2 1/2		60.00	40.00		1.00	4,000	4,500	No	No
141	Mill Supplies	Chicago, Ill.	Monthly, 1st	20th prec.	7 1/8 x 10	3 1/2	120	81.00	67.10		1.00	2,210	3,101	Yes	Yes
142	Pacific Coast Merchant	San Francisco, Cal.	Every other Sat.	Prec. Sat.	7 1/2 x 10 1/2	2 1/2 x 3 3/8	150	90.00			2.00			No	No
143	Thomas Register	New York	Yearly, Jan.	Nov. 1 prec.	10 x 7 1/2	2 1/2		350.00			15.00	12,600	12,700	No	Yes
	IRON AND STEEL														
144	Abrasive Industry	Cleveland, Ohio	Monthly	15 days prec.	7 x 10	3 3/8	110	160.00	100.00		2.00		10,000		
145	The American Metal Market & Daily Iron & Steel Report	New York	Daily, except Sat.	12 o'clock same day	15 1/2 x 10	2 1/2					12.00	6,152		No	No
146	Daily Iron Trade & Metal Market Report	Cleveland, Ohio	Daily, except Sat., Sun. and Holidays	24 hrs. prec.	16 1/4 x 20 1/4	2 1/4	85				12.00	5,031	5,445	Yes	Yes
147	Daily Metal Reporter	New York	Daily, except Sun., Mon. and Holidays	1 p.m. daily	13 1/2 x 20 1/2	2 1/4	100				10.00				Yes
148	Daily Mill Stock Reporter	New York	Daily, except Sun., Mon. and Holidays	1p.m. daily	13 1/2 x 20 1/2	2 1/4	100							No	No
149	Iron Age	New York	Weekly, Thurs.	8 days prec	6 7/8 x 11	11	120	108.00	96.00	80.00	6.00	15,422	18,113	Yes	Yes
150	Iron Age Catalogue of American Exports	New York	Yearly.		10 x 7	3 1/2 x 10	150						10,000		
151	Iron & Steel	Quebec, Canada	Monthly	10th.	7 x 10	3 1/2		50.00		35.00			2,500		
152	Iron & Trade Review	Cleveland, Ohio	Weekly, Thurs.	15 days prec. pub.	7 x 10	3 3/8	110	120.00		80.00	5.00	11,075	12,692	Yes	Yes
153	Metal Trade	San Francisco, Cal.	Monthly, 1st	1 wk. prec.	7 x 10	3 1/2	133	60.00	40.00		1.00	1,185	1,138	Yes	Yes
154	Raw Material	New York	Monthly, 20th	14th prec.	7 x 10	2 3/8	133	100.00	72.00		3.00	1,500	4,000	No	No
155	The Welding Engineer	Chicago, Ill.	Monthly, 17th	15th prec.	7 1/4 x 10	3 1/2	150	85.00	70.00		3.00		4,600	Yes	Yes
	JEWELRY														
156	Jewelers Circular	New York	Weekly, Wed.	Prec. Fri.	7 1/4 x 10	3 1/2	133	100.00	75.00	65.00	4.00	9,309	10,000	No	No
157	Keystone Magazine of Optometry	Philadelphia, Pa.	Monthly, 10th.	5th of mth. prec.	5 3/4 x 8 1/2	2 3/4	133	50.00	40.00		2.00		6,500	No	No
158	The Keystone	Philadelphia, Pa.	Monthly, 1st.	22nd, prev. month	7 1/4 x 10	3 1/2	133	90.00	75.00		3.00		10,200	No	No
159	Manufacturing Jeweler	Providence, R. I.	Weekly, Thurs.	Day of issue	10 x 7 1/4	2 1/2	130	40.00	35.00	32.50	1.50		5,000	Yes	No
160	The National Jeweler	Chicago, Ill.	Monthly, 1st	25th prec.	7 x 10	3 1/2	150	90.00	72.00		1.50	10,520	10,925	No	No
161	Northwestern Jeweler	Albert Lea, Minn.	Monthly, 5th.	26th of mo. prec.	7 1/4 x 10	3 1/8	133	36.00	30.00		1.00	3,860	3,120	Yes	No
	LAUNDERING														
162	Nat'l Laundry Journal	Chicago, Ill.	Semi-monthly, 1st and 15th.	15 days prec.	8 1/4 x 10 3/4	4	133	60.00	54.00		2.00	3,440	3,843	No	Yes
163	Starchroom Laundry Journal	Cincinnati, Ohio	Monthly, 15th.	1st	8 1/4 x 10 3/4	4x10 3/4	133	75.00	65.00		3.00	5,607	6,504	Yes	No
	LUMBER														
164	American Lumberman	Chicago, Ill.	Weekly, Sat.	Tues. prec.	7 3/4 x 10 1/2	2 1/2	120				4.00	11,223	12,689	No	No
165	Lumber, Mfgs. Edition	St. Louis, Mo.	Weekly, Mon.	Wed. prec.	7 x 10	2 3/16	120	100.00	85.00	65.00	4.00	2,829	3,007	Yes	Yes
166	Lumber, Dealers' Edition	St. Louis, Mo.	Weekly, Mon.	Wed. prec.	7 x 10	2 3/16	120	100.00	85.00	65.00	4.00	2,787	2,728	Yes	Yes
167	Lumberman's Review	New York	Mon., 15th	8 days prec	9 x 12 1/2	2 1/4	130	100.00	50.00		2.00			No	No
168	N. Y. Lumber Trade Journal	New York	Semi-Monthly, 1st–15th	10th–25th	7 3/4 x 10 1/2	6 1/2	133	60.00	450.00		3.00	2,609	2,625	No	No
169	Retail Lumberman	Kansas City, Mo.	Semi-monthly, 1st–15th	10th–25th	7 3/4 x 10 1/4	2 1/2	120	65.00	55.00		1.00	5,037	5,816	Yes	Yes
170	East Coast Lumberman	Seattle, Wash.	Semi-monthly, 1st–15th	5th–20th	9 x 12	2 13/16		75.00	70.00	65.00	3.00	4,019		No	No
	MACHINERY														
171	Amer. Machinist	New York	Weekly, Thurs.	12 days prec.	7 x 10	3 7/16	100	150.00		100.00	5.00	22,703	24,663	Yes	Yes
172	Canadian Mach	Toronto, Canada	Weekly, Thurs.	Mon. prec. pub	7 1/4 x 10		120	65.00		40.00	4.00	2,230	3,602	No	No
173	Machinery	New York	Mon., 1st	10th month prec.	7 1/4 x 10 1/2	3 3/8	120	172.00	118.00		3.00	23,767	25,668	No	Yes
174	Can. Ry. & Marine World	Toronto, Canada	1st of month	10th of mth. prec.	7 1/4 x 10	2 1/4	130	78.00	60.00		2.00	2,258	2,624	Yes	Yes
	MARINE														
175	Marine Eng	New York	1st of month	15th of prec.	7 1/8 x 10 1/8	3 1/2	133	200.00	110.00	100.00	3.00	7,809	8,832	Yes	Yes
176	Marine Review	Cleveland, Ohio	Monthly, 20th.	15th of prec.	7 x 10	3 3/8	110	120.00	80.00		2.00	4,270	6,300	Yes	Yes
177	Nautical Gazette	New York	Weekly, Sat.	Tuesday	10 1/4 x 7 5/16	2 3/16	120	120.00	108.00	108.00	4.00		3,000	Yes	No
178	Ry. & Marine News	Seattle, Wash.	1st of Month	20th of mo.	6 3/4 x 10	3 1/4	133	85.00	65.00		2.00	2,880	3,610	No	
	MILLING AND GRAIN														
179	Amer. El. & Grain Trade	Chicago, Ill.	Mon., 15th	5th of mo.	9 x 12	2 1/4	133	69.00	55.00		1.00	5,000	6,000	No	No
180	American Miller	Chicago, Ill.	Mon., 1st	20th prec.	9 x 13	2 1/4	150	110.00	93.50		2.00	7,312	8,000	No	No
	MILLINERY														
181*	American Milliner	New York	Mon. about 10th	1st–5th	6 3/4 x 10	3 1/4	133	60.00			3.00		3,000		
182*	Grain Dealers Journal	Chicago, Ill.	Semi-monthly, 10th–25th	8th–23rd	7 x 10	2 1/4	133	82.50			2.00	5,721	6,520	Yes	No
183*	National Miller	Chicago, Ill.	Mo., on 10th	3rd of mo.	7 x 10	3 3/8	123	80.00	70.00		1.00	5,200	5,200	No	No
	MINING														
184	Canada Mining Journal	Quebec, Canada	Weekly, Wed.		7 x 10	3 1/2		49.50		30.00		2,489			
185	Salt Lake Min. Review	Salt Lake City, Utah	Semi-monthly, 15th–30th	1 wk. ahead	7 7/8 x 9 3/4	2 1/2	133	30.00	22.50		2.50	1,577	1,750	No	No
186	Eng. & Mining Journal	New York	Weekly, Sat.	10 days prev	7 x 10	3 1/4	120	150.00		100.00	5.00	9,297	9,312	No	No
187	Mining & Scientific Press	San Francisco, Cal.	Weekly, Sat.	10 days prec	7 x 10	3 1/2	133	75.00		45.00	4.00	6,098	6,740	Yes	Yes

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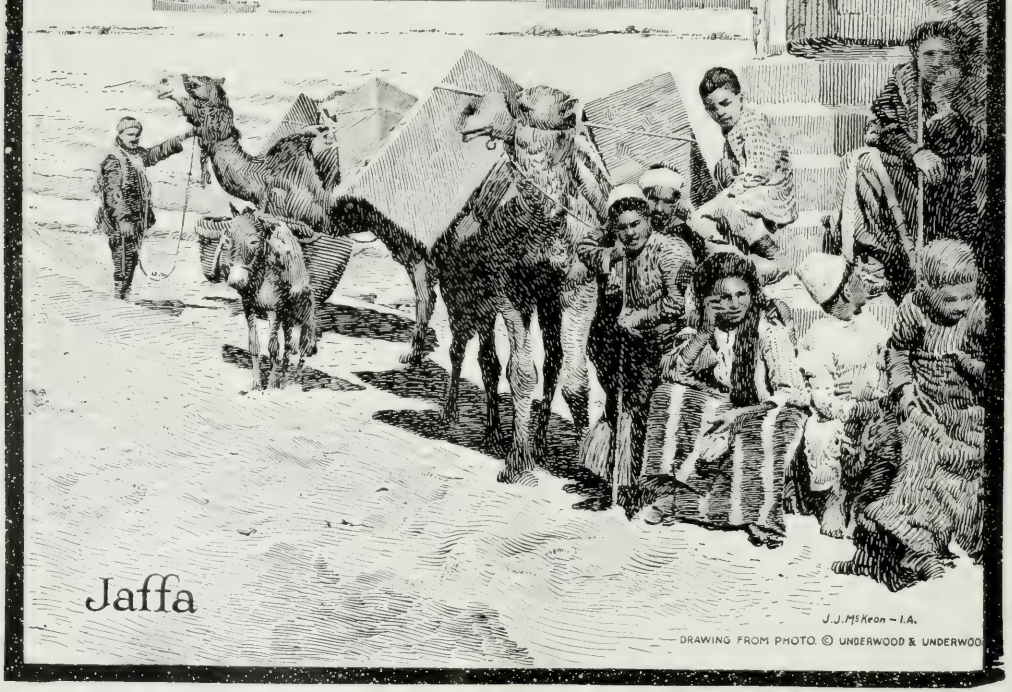
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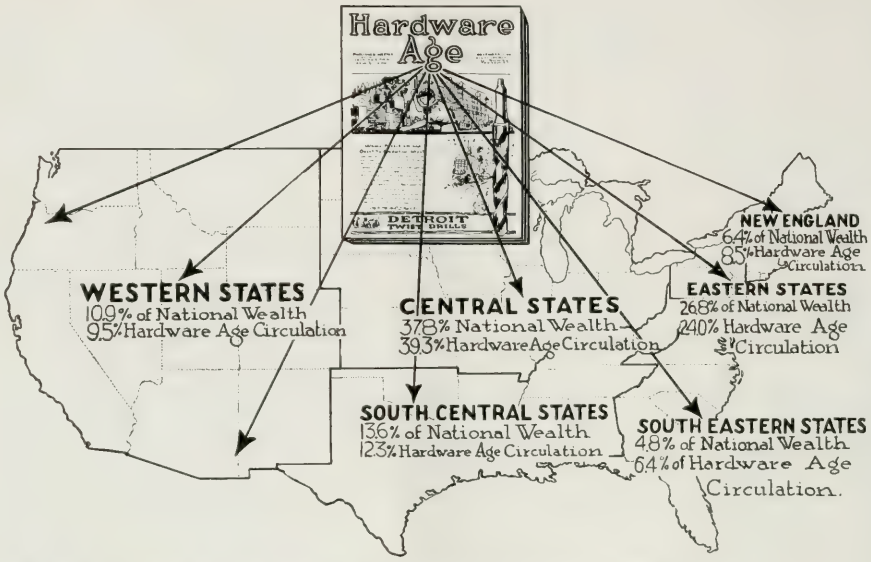
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	Name of Publication	Address	When Issued and Date	Ad. Forms Close	Type Size of Page (Inches)	Column Width (Ins.)	Half Tone Screen Used	Page Rate One Time	12 Page Contract	52 Page Contract	Sub. Price	Av. Net Pd. Circ. Yr. End. 6 30 20	Total Circ.	Member Asso. Bus. Papers	Member of A. B. C.
	MISCELLANEOUS														
8	American Seedsman	Chicago, Ill.	Mo., 15th.	5th of mo.	7 x10	$3\frac{3}{8}$	120	860.00	850.00		$1.00		3,100		
9	Assn. of Commerce News Bulletin	New Orleans, La.	Weekly, Mon.	Friday.	10 x $7\frac{3}{4}$	$2\frac{5}{8}$		60.00	56.00	40.00	.50	5,000	5,500	No	No
0	Canadian Bookman	Quebec, Canada	Quarterly, 1st.		7 x10	$3\frac{1}{2}$		50.00		45.00	...		1,750	...	
1	Canadian Fisherman	Quebec, Canada	20th of month.		7 x10	$3\frac{1}{2}$		50.00		37.50			3,055		
2	Golfers Magazine	Chicago, Ill.	1st of month.	20th prec.	$8\frac{1}{4}$x12	$2\frac{5}{8}$	133	225.00			4.00	13,000	15,000	No	Yes
3	Fertilizer Green Book	Chicago, Ill.	15th of month.	5th.	$4\frac{1}{2}$x $7\frac{1}{4}$	$2\frac{1}{8}$	133	60.00	40.00			4,000	4,000	No	No
4	Journal of Commerce	Quebec, Canada	Weekly, Tues.		9 x12	$2\frac{7}{8}$		120.00		80.00			3,173		
5	Merchants Record & Show Window	Chicago, Ill.	5th of month.	25th prec.	$6\frac{3}{4}$x $9\frac{3}{4}$	$3\frac{1}{4}$	133	90.00	75.00		3.00	6,300	6,700	No	No
6	Nations Business	Washington, D. C.	Monthly, 10th.	5th of mo.	$10\frac{1}{2}$x $7\frac{5}{6}$	$2\frac{1}{2}$	120	600.00	600.00		3.00	75,613	78,401	No	No
7	New West Trade	Spokane, Wash.	Weekly, Sat.	Wed.	$11\frac{1}{2}$x$17\frac{1}{4}$	$3\frac{5}{16}$	133	56.06	51.75	51.75	2.00	2,200	2,500	No	No
8	Optical Journal & Review	New York	Weekly, Thurs.	Prec. Mon.	$8\frac{1}{2}$x $5\frac{3}{4}$	$2\frac{3}{4}$	133	55.00	45.00	35.00	2.00	7,625	8,000	No	No
9	The Price Current	Wichita, Kans.	Saturdays.	Thursday	9 x12	$2\frac{1}{4}$	85	36.00	32.00	24.00	1.00	3,432	3,552	No	No
0	Public Works	New York	Weekly, Sat.	Tuesday	7 x10	$3\frac{3}{8}$	133	96.00		64.00	3.00	4,514	5,015	No	No
1	Road Maker, Excavator and Grader	Chicago, Ill.	1st of month.	10th prec.	7 x10	$2\frac{1}{8}$	150	150.00	130.00		1.00		6,000	No	No
2	Variety Goods Magazine	Cincinnati, Ohio.	5th of month.	25th prec.	$5\frac{1}{2}$x $8\frac{1}{2}$	$2\frac{1}{4}$	150	65.00	50.00		2.00	5,872		No	No
	MOTOR BOATS														
83*	Aviation News	Toronto, Canada	25th of month.	10th prec.	$7\frac{1}{8}$x $9\frac{1}{2}$	$3\frac{1}{2}$	133	60.00		48.00	1.00				
84	Canadian Motor Boat	Toronto, Canada	25th of month.	10th prec.	$7\frac{1}{8}$x $9\frac{1}{2}$	$3\frac{1}{2}$	133	60.00		48.00	1.00				
85	Motor Boat	New York	Semi-monthly, 10th-25th.	15th prec.	$7\frac{1}{4}$x10	$3\frac{5}{16}$	133	120.00	110.00		2.00	12,134	13,666	No	Yes
86	Open Exhaust	La Crosse, Wis.	Monthly, 10th.	1st.	7 x10	$3\frac{1}{4}$		60.00	45.00		1.00	7,200	7,500	No	No
87	Pacific Motor Boat	Seattle, Wash.	Monthly, 5th.	20th prec.	7 x10	$3\frac{1}{4}$	133	100.00	75.00		2.00	7,500	8,025	No	No
88	Power Boating	Cleveland, Ohio.	25th of month.	10th prec.	7 x10	$3\frac{3}{8}$	110	140.00	100.00		1.00	14,150	15,167	Yes	Yes
	MOVING PICTURES														
89	Motion Picture News	New York	Weekly, Fri.	Tues. night	8 x$10\frac{1}{2}$	$2\frac{1}{2}$	120	125.00		110.00	2.00	10,460	11,425		
	MUSICAL														
10	Musical Courier Extra	New York	Saturday	Tuesday	$9\frac{3}{4}$x14	$3\frac{1}{4}$	133	100.00			1.00				
11	Musical Courier	New York	Thursday	Tuesday	$9\frac{3}{4}$x14	$3\frac{1}{4}$	133	100.00			5.00				
12	Music Trades Review	New York	Saturday	7 days prev.	$8\frac{1}{2}$x$12\frac{3}{4}$	$2\frac{5}{8}$	133	150.00	120.00		2.00			No	No
13	Phonograph & Talking Mach. Weekly	New York	Wednesday	Saturday	9 x12	$2\frac{1}{4}$	120	100.00		2800.00	3.00	9,775	10,075	No	No
14	Talking Machine World	New York	15th.	5th.	$8\frac{1}{2}$x$12\frac{1}{2}$	$2\frac{5}{8}$	133	150.00	120.00		2.00	9,745	10,200	No	No
	OILS														
15	Lubrication World	Chicago, Ill.	1st.	10 pre.	7 x10	$2\frac{1}{8}$	150	150.00	110.00		2.00		42,036	No	No
16	Natl. Petroleum News	Cleveland, Ohio.	Wednesday	1 week	7 x10	$2\frac{1}{4}$	110	180.00		100.00	5.00	4,907			Yes
17	Petroleum Magazine	Chicago, Ill.	Monday, 1st.	20th, pre.	7 x10	$3\frac{1}{8}$	133	90.00	60.00		3.00	2,927	3,484	No	Yes
	PAINTS														
18	Amer. Paint Journal	St. Louis, Mo.	Weekly, Mon.	Thurs. pre.	$7\frac{1}{4}$x $4\frac{5}{16}$	$2\frac{1}{16}$	100	40.00		25.00	2.00	1,700			No
19	Amer. Paint & Oil Dealer	St. Louis, Mo.	Monthly.	15th pre.	7 x10	$3\frac{3}{8}$	100	125.00			3yrs.$1.	10,325		Yes	No
	PAPER														
20	Paper Trade Journal	New York	Weekly, Thurs.	Mon. pre.	7 x $9\frac{1}{2}$	$3\frac{1}{2}$	133	60.00	40.00	28.00	$4. yr.	4,482	4,767	No	Yes
21	Pulp & Paper Magazine	Quebec, Canada	Weekly, Thurs.		7 x10	$3\frac{1}{2}$		49.50		30.00			2,428		
	PHOTOGRAPHY														
22	Abel's Photographic Weekly	Cleveland, Ohio.	Weekly, Sat.	Mon. pre.	$5\frac{1}{4}$x 8	$2\frac{1}{8}$	150	30.00			2.50	2,600	2,700	No	No
23	The Camera	Philadelphia, Pa.	26th.	1st pre.	$5\frac{1}{4}$x 8	$2\frac{5}{8}$	150	70.00		60.00	2.50	5,361	5,496	No	No
24	Bulletin of Photography	Philadelphia, Pa.	Wednesdays.	1st wk. pre.	$5\frac{1}{2}$x 8	$2\frac{5}{8}$	150	32.50		28.00	2.00	1,936	2,051	No	No
25	Photo Era—Amer. Journal of Photo	Boston, Mass	last wk., m'thly.	10th pre.	$5\frac{1}{2}$x 8	$2\frac{7}{10}$		60.00			2.50	6,500			No
	PLUMBING														
226	Metal Worker, Plumber & Steamfitter	New York	Fridays.	1st wk. pre.	7 x10	$3\frac{3}{8}$	120	115.00	102.00	75.00	3.00	6,196	7,296	Yes	Yes
	POWER														
227	Power	New York	Tuesdays	10 days pre.	7 x10	$3\frac{5}{16}$	120	175.00	155.00	130.00	3.00	30,941	32,111	Yes	Yes
228	Power House	Toronto, Canada.	Semi-monthly, 5th-20th.	30th-15th pre.	$7\frac{1}{4}$x10		120	75.00	50.00		2.00				Yes
229	Power Plant Eng.	Chicago, Ill.	1st-15th.	12 days pre.	7 x10	$3\frac{1}{2}$	133				1.50	22,644	21,716		Yes
230	Southern Engineer	Atlanta, Ga.	1st.	12th pre.	$7\frac{1}{2}$x10	$3\frac{1}{2}$	120				.50	19,288	20,110		Yes
	PRINTING														
231	Inland Printer	Chicago, Ill.	1st Mon.	15th pre.	$6\frac{3}{4}$x10	$3\frac{1}{4}$	150	100.00	90.00		4.00	11,012	11,695	Yes	Yes
232	Pacific Printer & Publisher	San Francisco	15th.	5th pre.	$6\frac{3}{4}$x10	$3\frac{1}{3}$	150	60.00	48.00		2.00			No	No
233	Printing	New York	Saturdays.	Tuesdays.	$5\frac{3}{4}$x $9\frac{3}{4}$	$3\frac{5}{16}$	120	40.00	30.00	30.00	3.00	4,000	4,100	No	No
234	Printer & Publisher	Toronto.	Monthly.	1st Monday	$6\frac{3}{4}$x10		175	60.00	40.00		3.00	950	1,400		
	RAILROADS														
235	Elec. Ry. Journal	New York	Saturdays.	10 days pre.	10 x 7	$3\frac{1}{4}$	120	120.00		75.00	4.00	6,312	7,092	Yes	Yes
236	MacRae Blue Book	Chicago	June 1st	Mar. 1	$7\frac{1}{2}$x10	$3\frac{1}{2}$	150	375.00			10.00		13,000	No	Yes
237	Pocket List of R. R. Officials	New York	Last Wed. Jan.	20th pre.	5 x $3\frac{1}{4}$	$3\frac{1}{4}$	110	225.00			5.00	18,539	16,021	No	Yes
238	Railroad Herald	Atlanta, Ga.	Mon. on 10th.	3rd mon.	$7\frac{1}{2}$x10	$3\frac{1}{2}$	133	70.00	720.00		1.00	5,803	6,182	No	No
239	Railway Age	New York	Wk. Friday	Sat. pre.	$7\frac{1}{2}$x$10\frac{1}{8}$	$3\frac{1}{2}$	133	200.00	130.00	100.00	5.00	9,280	9,883	Yes	Yes
240	Railway Elect. Eng	New York	Monthly, 2nd Thurs. of mo.	1st wk.	$7\frac{1}{2}$x$10\frac{1}{8}$	$3\frac{1}{2}$	133	125.00	75.00		2.00	2,675	2,800	Yes	Yes
241	Ry. Mech. Eng.	New York	Mon., 1st.	20 pre.	$7\frac{1}{2}$x$10\frac{1}{8}$	$3\frac{1}{2}$	133	200.00	100.00		3.00	11,410	12,237	Yes	Yes
242	Ry. Signal Eng.	Chicago, Ill.	1st Thurs. mon.		$7\frac{1}{8}$x$10\frac{1}{8}$	$3\frac{1}{2}$	133	125.00	75.00		2.00	5,113	5,398	Yes	Yes
243	Ry. Maintenance Eng.	Chicago, Ill.	Last Thurs. mon.	20th pre.	$7\frac{1}{8}$x$10\frac{1}{8}$	$3\frac{1}{2}$	133	125.00	75.00		2.00	7,411	7,766	Yes	Yes
	RUBBER														
244	Rubber Age	New York	10th-25th.	5th-20th.	$7\frac{1}{8}$x$10\frac{1}{8}$	$3\frac{1}{2}$	133	75.00	65.00		2.00	2,348	3,438	Yes	Yes
	SHOES & LEATHER														
245	American Review of Shoes & Leather	Philadelphia, Pa.	20th of mo.	15th pre.	$7\frac{7}{8}$x10			85.00	75.00	75.00			5,250		
246	American Shoe & Leather Exporter	Boston.	Mon., 15th	10th pre.	$9\frac{1}{2}$x 7	$3\frac{1}{4}$	133	80.00	75.00		3.00		2,750	No	No
247	American Shoemaking	Boston.	Wednesdays.	Mondays.	$6\frac{3}{4}$x10	$3\frac{1}{4}$	133	60.00	45.00	40.00	3.00	3,062	3,484	No	Yes
248	Book & Shoe Recorder	Boston.	Saturdays.	Wed.	7 x $9\frac{3}{4}$	$3\frac{5}{8}$	133	150.00		80.00	5.00	11,179	12,281	Yes	Yes
249	Footwear in Canada	Toronto, Canada	10th of mo.	4th of mo.	$7\frac{1}{4}$x10	$3\frac{1}{2}$	133				1.00	2,650			No
250	Hide & Leather	Chicago, Ill.	Saturdays.	Thurs. pre.	7 x10	$3\frac{5}{16}$	110	110.00	90.00	75.00	5.00	5,899	6,573	Yes	Yes
251	Leather Mfr.	Boston.	10th of mo.	5th of mo.	$6\frac{3}{4}$x $9\frac{3}{4}$	$3\frac{1}{4}$	133	40.00	25.00		3.00		700		
252	Shoe & Leather Reporter	Boston.	Thursdays.	1 wk. pre.	$9\frac{3}{4}$x $6\frac{3}{4}$	$3\frac{5}{8}$		85.00	55.00	55.00	6.00	3,954	5,034	Yes	Yes
253	Shoe Repairer & Dealer	Boston.	1st-15th.	22nd-7th.	7 x10	$3\frac{1}{4}$	133	65.00	50.00		1.50		3,708	No	No
254	Shoe Retailer	Boston.	Saturdays.	Wednesdays	$9\frac{3}{4}$x $6\frac{3}{4}$	$3\frac{5}{8}$		100.00		60.00	3.00	7,478	8,848	Yes	Yes
255	Shoe Topics	Boston.	Fridays.	Wednesdays	$6\frac{3}{4}$x $9\frac{3}{4}$	$3\frac{1}{4}$	120	55.00	43.00	37.00	2.00	3,250	3,600	Yes	No
	STATIONERY														
256	Amer. Stationer & Office Outfitter	New York	Saturdays.	Tuesdays.	7x10	$3\frac{1}{2}$	133	50.00	33.00	28.00	2.00	4,623	4,823	No	No
257	Bookseller & Stationer & Office Equipment Journal	Toronto, Canada	1st month.	20th.	$6\frac{3}{4}$x10	$3\frac{1}{4}$	133	45.00	30.00		2.00		1,250	Yes	No



A Hardware Circulation That Saturates the National Market

There is ONE hardware paper that penetrates to every nook and corner of the country covering thoroughly the buying power and the SELLING power of the hardware trade.

That paper is HARDWARE AGE, which for sixty-five years has been an inspiration to better hardware merchandising, recording the achievements, anticipating the changes and cooperating in the successes of the hardware trade as it energetically expanded from the Atlantic area to the Pacific coast.

HARDWARE AGE stands among the few business papers in any field that can show a positive PAID national circulation based upon a vital, irreplaceable need. Hardware retailers and jobbers throughout the nation are dependent upon its weekly commodity price and market report service—**a service not even attempted by any other paper in this field**—a service that is an every-day business necessity for every progressive dealer and jobber.

The proved business value of HARDWARE AGE is strongly reflected in its advertising pages.

Here the selling messages will be found of practically all the great manufacturers of hardware in the country. Most of these use HARDWARE AGE exclusively in its field.

To saturate the national market, employ the dominant attention-value that HARDWARE AGE gains for you by satisfying a vital business need.

HARDWARE AGE

239 West 39th Street, New York City

Charter Member of
Audit Bureau of Circulations

Charter Member of
Associated Business Papers, Inc.

Advertising & Selling's Directory of Business Publications—1920

	Name of Publication	Address	When Issued and Date	Ad. Forms Close	Type Size of Page (Inches)	Column Width (Ins.)	Half Tone Screen Used	Page Rate One Time	12 Page Contract	52 Page Contract	Sub. Price	Av. Net Pd. Circ. Yr. End. 6 30 20	Total Circ.	Member Asso. Bus. Papers	Member of A. B. C.
	STONE														
258	Granite, Marble & Bronze	Boston	1st of mo.	20th.	$6^3/_4$x $9^1/_4$	$3^3/_8$	150	$60.00	$50.00		$3.00	3,000	3,000		No
259	Monumental News	Chicago, Ill.	1st of mo.	15th.	$7^5/_{16}$x$10^1/_8$	$2^5/_{16}$	133	65.00	60.00	60.00	3.00		3,500		No
260	Pit and Quarry	Chicago, Ill.	1st of mo.	20th pre.	$7^1/_4$x $4^1/_2$	$2^1/_8$	133	75.00	60.00		2.00		6,087	No	Yes
	TELEPHONE AND TELEGRAPH														
261	Telephony	Chicago, Ill.	Saturdays	Tuesdays	7 x10	$3^3/_8$	133	70.00	64.00	60.00	3.00	4,800	5,150	No	No
	TEXTILES														
262	American Hatter	New York	1st month.	18th pre.	7 x10	$2^1/_8$	120	150.00	75.00		4.00		5,000	Yes	No
263	Canadian Text. Journal	Quebec, Canada	Semi-monthly, Tuesdays		7 x10	$3^1/_2$		35.00	25.00				2,386		
264	Clothier & Furnisher	New York	1st month.	25th.	$7^1/_2$x10	$1^1/_2$	133	100.00	60.00	50.00	2.00	3,922	4,657	Yes	Yes
265	Clothing Trade Journ.	New York	10th of mo.	26th pre.	10 x $6^3/_4$			90.00		67.20	6.00	3,000	5,000	No	No
266	Cotton	Atlanta, Ga.	10th of mo.	24th pre.	$7^1/_2$x10	$3^1/_2$	120	85.00	70.00		1.00	4,634	6,010	Yes	Yes
267	Fibre & Fabric	Boston	Saturdays	Wednesdays	9 x12	$2^1/_4$	120	75.00	65.00	60.00	2.00	3,120	4,013	No	No
268	Mill News	Charlotte, N. C.	Thursdays	Mondays	7 x10	$3^1/_2$	120	49.40	46.80	36.40	2.00	5,521	5,989	No	Yes
269	Nugents Garment Weekly	New York	Saturdays	8 days pre.	7 x10	$2^1/_4$	133	100.00	100.00	100.00	6.00	8,115	9,279	Yes	Yes
270	Sweater News	New York	1st of mo.	15th pre.	$7^1/_4$x10	$2^1/_4$	150				3.00				No
271	Textiles	Boston	10th of mo.	20th pre.	7 x10	$3^1/_2$	120	60.00	55.00		1.00	4,377	4,600	No	No
272	Textile World Journal	New York	Saturdays	10 days	9 x11$^1/_2$	$2^1/_8$	120	100.00	84.00	67.20	4.00	8,477	9,304	Yes	Yes
273	Underwear & Hosiery Review	New York	1st of mo.	15th pre.	$7^1/_4$x10	$2^1/_4$	150				3.00				No
274	Women's Wear	New York	Daily	2 days pre.	$16^3/_4$x$10^5/_8$	$2^1/_{16}$	65				6.00	18,163	19,009		Yes
275	Women's Wear	Toronto, Canada	1st of mo.	20th pre.	$6^7/_8$x10			65.00	50.00		3.00	1,521	1,726	No	No
	TOBACCO														
276	U. S. Tobacco Journal	New York	Saturdays	Thursdays	9 x12	$2^1/_4$	120	100.00		2800.00	4.00	11,861	12,161	No	No
	UNCLASSIFIED														
277	American Fertilizer	Philadelphia, Pa.	25th of mo.	15th pre.	$7^1/_2$x10	$3^3/_4$	133	70.00			3.00	2,016	2,432	Yes	Yes
278	American Perfumer & Essential Oil Review	New York	20th of mo.	15th pre.	$6^1/_2$x $9^1/_4$	$3^1/_8$	133	75.00	50.00		2.00		2,500		
279	American School Board Journal	Milwaukee, Wis.	1st of mo.	15th pre.	$8^1/_2$x12	$2^3/_4$	133	104.00	86.00		3.00	10,675	11,152	Yes	Yes
280	Compressed Air Magazine	New York	1st of mo.	1 mo. pre.	10 x 7	$2^1/_2$	150	75.00	600.00		3.00	15,800	16,120	No	No
281	Industrial Arts Magazine	Milwaukee, Wis.	20th of mo.	5th pre.	7 x10	$3^1/_2$	133	84.00	60.00		2.00	5,481	5,748	Yes	Yes
282	Public Service	Chicago, Ill.	1st of mo.	10 days pre.	$7^1/_2$x10	$3^3/_8$	123	60.00	48.00		2.00	5,938	5,980	No	No
283	Purchasing Agent	New York	10th of mo.	25th pre.	7 x10	$3^1/_4$	133	80.00	55.00		2.00	4,797	5,370	No	Yes
284	Sewing Machine Times	New York	20th of mo.	10th.	$8^3/_4$x$10^1/_2$	$2^1/_4$	90				1.00	2,500			
285	Sugar	New York	5th of mo.	25th pre.	$7^1/_2$x10	$3^1/_2$	133	70.00	50.00		2.00				
286	Waste Trade Journal	New York	Saturdays	Thursdays	$9^1/_2$x$12^1/_2$	$2^1/_4$	100	100.00		3600.00	4.00			No	No
	WOODWORKING														
287	Woodworking Machine List	Chicago, Ill.	10th of mo.	30th.	3 x$5^1/_8$	3	150	27.50	22.00					No	No
288	Woodworkers Record	Chicago, Ill.	1st of mo.	15th pre.	$5^1/_2$x $3^1/_4$	$3^1/_4$	110						12,496		No
289	Woodworker	Indianapolis, Ind.	15th of mo.	5th pre.	$7^1/_4$x10	$3^1/_2$	120	70.00		576.00	2.00	7,075	8,531		Yes
	RECEIVED TOO LATE FOR CLASSIFICATION														
290	Agrimotor	Chicago, Ill.	15th of mo.	10th of mo.	$7^1/_8$x10]	$3^7/_{12}$	133	150.00	100.00		1.50 3.00				
291	Automobile Dealer & Repairer	New York	25th of mo.	1st of mo.	10 x $7^1/_4$	$2^1/_4$	120	180.00	150.00	150.00	1.50	17,788	22,995	Yes	Yes
292	Automobile Journal	Pawtucket, R. I.	10th of mo.	5th of mo.	$7^1/_4$x10	$3^1/_2$		100.00	85.00		1.50	14,854	15,733		Yes
293	Motor Truck	Pawtucket, R. I.	15th of mo.	10th of mo.	$7^1/_4$x10	$3^1/_2$		100.00	85.00		2.00	4,857	5,516		Yes
294	Beverage News	New York	15th of mo.	10th of mo.	7 x10						3.00				
295	Coal Age	New York	Thursdays	2 wks. prev.	7 x10	$3^7/_{16}$	120	150.00	123.00	100.00	3.00	11,738	12,597	Yes	Yes
296	Combustion	475 Tenth Avenue	20th of mo.	5th of mo.	7 x$9^3/_4$	$3^1/_8$	150	80.00	60.00		2.00	1,750	2,400	No	No
297	Electric Traction	Chicago, Ill.	15th of mo.	10th of mo.	7 x10	$3^1/_2$	120	98.00	69.00		1.50	2,800	3,500	No	No
298	Electrical Merchant	New York	10th of mo.	1st of mo.	10 x 7	$3^5/_{16}$		200.00	150.00		2.00	10,743	12,726	No	Yes
299	Electrical World	New York	Saturdays	Mondays	10 x 7	$3^7/_{16}$	120	175.00	141.00	125.00	5.00	23,422	24,809	Yes	Yes
300	Engineering & Mining Journal	New York	Saturdays	2 wks. prev.	7 x10	$3^1/_4$	120	150.00	120.00	100.00	5.00	9,774	10,593	Yes	Yes
301	Engineering News Record	New York	Thursdays	1 wk. prev.	7 x10	$3^7/_{16}$	120	170.00	155.00	125.00	5.00	31,613	33,147	Yes	Yes
302	Hardware World	St. Louis, Mo.	1st of mo.	15th pre.	6 x 9	3	133	60.00	54.00			9,300		No	No
303	Hardwood Record	Chicago, Ill.	SM. 10th.	3 days pre.	$7^1/_2$x10	$2^3/_8$									
304	Improvement Bulletin	Minneapolis, Minn.	Saturdays	Mondays	7 x10	$3^1/_2$	120	50.00	45.00	40.00	5.00	2,250	2,500	No	No
305	Industrial Management	New York	25th of mo.	15th of mo.	7 x10	$3^3/_8$	120	200.00	150.00		3.00	16,618	17,771	No	No
306	Ingeniería Internacional	New York	Monthly		7 x10		120	236.00	200.00		5.00		15,000		No
307	The American Machine & Tool Record	Cincinnati, Ohio	25th of mo.	10th of mo.	$3^3/_4$x6	$3^3/_4$	100 to 120	60.00	50.00		in gold 1.00 foreign 1.50	12,123	16,000	No	No

Fairbanks-Morse Sales Increase

Net sales made by Fairbanks, Morse & Co., for the six months ending June 30, were $16,966,027, an increase of $4,447,900 over the corresponding period in 1919.

Net profits for the six months after charges and Federal taxes, were $2,079,182, equivalent, after deducting preferred stock dividends, to $6.52 a share on the 309,558 shares of no par value common stock. Net profits in the first half of the preceding year were $1,593,835, an increase of $485,346. The company set aside $34,535 for the pension fund. Surplus at the end of the period was $1,244,472, decrease of $34,248.

Advertises to Justify Middlemen

The Boston Fruit and Produce Exchange has begun a novel campaign to enlighten the public as to the conditions existing in the production and distributon of foods and to justfy the existence of the middleman in the distribution of perishable merchandise. The advertisements bring out the fact that the overhead expenses of the business are very heavy and emphasize the point that were it not for the middleman's functions the city would starve.

Yale & Towne to Make Trucks

With the news that the Yale & Towne Mfg. Co., Stamford, Conn., has bought the industrial electric-truck division of the C. W. Hunt Company, Staten Island, N. Y., together with its tools and patterns, comes word that the new owners will install new machinery in its plant prepartory to manufacturing trucks of the Hunt type. The Yale Company already manufactures electric hoists, and the new line, therefore, will enable it to provide for the transfer of heavy loads either horizontally or vertically.

Sell Columbia Graphophones by Mail

Arrangements have been completed by the Columbia Graphophone Company, whereby its products will be sold direct by mail by the National Cloak & Suit Co. of New York. Announcement of the taking on of the Columbia line will be made in the fall and winter catalogue of the cloak and suit concern. Three million copies of the book will be issued on September 1, and 25 pages will be devoted to Coumbia Grafonolas, records and accessories. This, it is said, will be the first time that a nationally advertised phonograph has been sold by a mail order house.

Endicott-Johnson Sales Grow

Net sales made by the Endicott-Johnson Corporation for the period from January 1 to July 3 amounted to $38,677,401, and the total income was $6,536,300. Net profits, after Federal taxes and charges, including $2,865,506 for adjustment of inventories, were 2,075,623. The surplus after preferred and common dividends totaling $1,307,250, was $768,373. Nearly $750,000 was set aside for the profit-sharing fund, while allowance of $411,507 was made for Federal taxes.

More About American Luxuries

"Americans spend eight billions annually for luxuries," states the Woman's Division of the Department of Justice in a report just issued. "They pay out $7 a week or $348 a year per family for things that could be dispensed with." Tobacco, candy, autos, ice cream, soda water, chewing gum, perfume and face powder constitute the major portion of these.

Advertising in the Class, Trade and Technical Papers

The Increasing Importance of This Branch of Advertising Mediums Commands Earnest Attention

By AINSLIE A. GRAY
A. A. Gray & Company, Chicago

MAN is generally conceded three score years and ten as his allotted span of life. Some have gone over that; more have fallen by the wayside before reaching the age limit.

Figuring that it takes the first score of years to accomplish much in the way of education and half a score more for the average man to be on the way to achievement, leaves us a scant two-score in which to make good on what we have wrought and gained in the meantime.

When a man devotes nearly half of his latter two-score of the allotted span to a business he ought to know something about it. I consider it my good fortune to have been intimately associated for such a time with every detail of the publication of the class, trade and technical journal—mechanical, editorial, circulation, advertising, business and accounting departments. Not only with the publication which gave first opportunity to my early ambition in a journalistic way. Combinations and consolidations brought me in touch with the work of other men, and through association with publishers of the class, trade and technical publications in fellow-craft assembled, I believe I have come to have an unusual knowledge of their ideals and their work.

When I was of them, I was their champion and I am proud of the honor they have done me on several occasions. Now, that I am on the outside, looking in, weighing them in the balance, as it were, I am happy, indeed, that I need not be ashamed of my family—I can still speak for them anywhere and put them on the schedule with good conscience and strict accountability to my clients.

In inviting me to prepare this paper, the editors asked for "something that would be interesting to readers and users of these papers."

So we will take the assignment, and try to say something that, while quite general, will at the same time be interesting.

First of all, in order to be brief, we will assume that no definition of "class, trade and technical papers" will be necessary. Second, we will will call them all "business papers"—the title is descriptive only.

POPULARITY RECENT

Business papers have not had an easy way. They have rarely been the medium of "big" advertising; in any event, not so until recently. They have not been "popular." Let me qualify that. To certain serious students of every profession, calling and vocation, they have been the bread of life, but to the general public they have meant but little. Their devotion to their fields, and they certainly stick to the last, has necessarily restricted circulation.

ART. FRANCIS

JOINS

HOUSE FURNISHING REVIEW

With keen appreciation of the advances ELECTRICITY is making to lessen the drudgery of the household and the need for constant expert advice and service to our Electric Houseware Manufacturers, the

HOUSE FURNISHING REVIEW

has added to its business staff

Mr. Arthur E. Francis

formerly of

"Electrical Record"

Mr. Francis will assume charge on August 2nd of the Eastern Business Department of the "House Furnishing Review," and with a record of 20 years in advertising and sales promotion, he comes to our friends well qualified to fulfill their every need in sales promotion.

HOUSE FURNISHING REVIEW
252 BROADWAY NEW YORK
Now in its 29th year
CHICAGO BOSTON

A Simple Way to Cut the Cost of Traveling Salesmen

The salesmen who are compelled to fertilize, plow, sow, harrow and cultivate their fields, can not compete with the salesmen who spend the bulk of their time harvesting.

To keep a good salesman on the road today, costs more than ever before, and to deprive him of the advantage of Business Paper advertising is equivalent to demanding that he walk from city to city to save carfare. It's a net loss in either case.

There is a Business Paper in each field of trade and industry which can do the preparatory work of cultivation more quickly, and at less cost than salesmen, thus multiplying the efficiency of the salesmen by permitting them to confine their efforts to harvesting.

There is no guesswork or theory about this—thousands of concerns are daily demonstrating its truth.

Business Paper advertising calls on the real buyers in your field and **your field only.** It is assured of an audience because it is contained in a paper edited wholly in the buyer's interest, which he needs, wants and pays for.

You who have discovered the benefits of specialization in production and in personal selling, need no argument to appreciate the opportunity for Specialized Advertising afforded by Business Papers.

What "A B P" Means to Adertisers

Only papers subscribing to the A B P Standards of Practice are admitted to membership. These standards are unsurpassed in any field and cover every department of publishing **in addition** to certified circulation.

A National Information Bureau

Furnishing accurate data on papers, fields covered and general advertising counsel. No interest in sale of space. Sole purpose to help assure results. No charge or obligation. Your inquiries welcome.

THE ASSOCIATED BUSINESS PAPERS, Inc.

The National Association of Trade and Technical Papers

Headquarters, 220 W. 42d Street, New York

Almost every calling is so well represented by its special publications that an advertising appropriation must be considerably larger than ultimate returns may indicate it ought to be, to cover them all, or, if all are used out of a thus limited appropriation the space in each is reduced to ineffectiveness so far as domination of any particular classification is concerned. This inevitably means that there isn't enough (advertising, not publications) to go around. It means over-saturation of the field, so far as subscribers are concerned. It means low rates, constant strivings to perfection out of inadequate resources, and domination by a few more resourceful and aggressive ones, with a trail of weak and weaker ones, all serving a purpose, all subscribed to, more or less, all hoping that out of developing industry and enlarged opportunity success may finally crown the work of a lifetime.

I believe that I can say truthfully, that, by and large, a bigger proportion of every dollar spent for advertising in business papers, in the very nature of the business, goes back into the preparation of the paper than any but those who have stood the gaff, gone the distance and carried the weight, can possible realize.

And now, when advertising is coming into its own in a way that heartens all those who have striven mightily to make this calling, advertising, the whetstone of ambition, business papers are participating as they should.

There has been a lot of talk about lack of appreciation—lack of interest upon the part of professional advertising men—of the value of the business paper. Happily, this is passing. Whatever merit the contention may have had, it has not prevented the growth in influence of the professional advertising man and he has prospered tremendously even if he has not been willing to play what many have thought was his one best bet—the business papers. So there may have been something more behind his reluctance to becoming converted than the scheme of compensation.

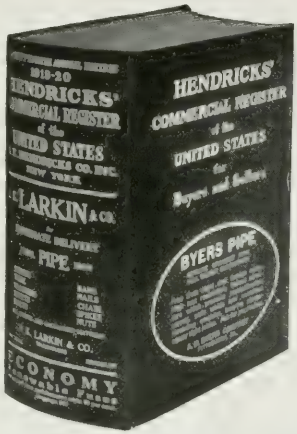
I believe we are over the worst of that phase of business paper development. Some of the most notable of the old-line general advertising agencies have organized special departments to handle accounts in business papers and one that is conceded to be of the most up-and-coming type has featured in its own institutional advertising the success of a business paper campaign it had recently engineered.

No matter what other thought we may have, we are as one in the belief that greater production at lower unit costs is the salvation of the world. And with shorter periods of labor per unit of man-power and a greater independence upon the part of the worker more production means more automatic machinery operating under more benign conditions than ever before.

Under these circumstances, I believe it is to the business papers that managers and executives will turn for help. What man has done man can do again. And the swiftest way for a man to gain a comprehensive idea of what other men in his own line of business are doing and the whereabouts of the mechanisms with which they are doing it, is by consistent reading of the publications devoted to his business.

Men are buying machinery and ideas to-day with the same spirit that they have at other times bought automobiles and other symbols of personal achievement. Time was when the machinery of production could be slighted, when working facilities could be made to wait. Today, he who would listen in his own home to

The Value of Reference Advertising



¶ The reconstruction period in American Industry has awakened advertisers to the fallacy of mere "broadsides" which build for reputation only at tremendous cost, and has demonstrated the value of directing sales propaganda by methods and through channels which place before prospective buyers timely information that clinches orders.

¶ Informative copy in reference mediums, used by those who buy, brings to the attention of a selected list of known prospects the merits of the product at the buying moment.

¶ For over a quarter of a century *Hendricks' Commercial Register of the United States*, "The Original Publication," has filled this role throughout the United States and abroad. Its 300,000 descriptive listings make available sources of supply not elsewhere obtainable.

¶ Service to advertisers is an important part of our plan. Details will be sent on request.

Applicant for Membership in A. B. C.

Hendricks' Commercial Register *of the* United States

HENRY H. BURDICK, Treas. and Manager

70 Fifth Ave. and 2 West 13th St., New York, N. Y.

San Francisco, 1202 Hearst Building — Toronto, 160 Bay Street — Chicago, 508 South Dearborn Street



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer.

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

the arias as sung by the great ones must first get his ears attuned to the hum of a new note in business management; he who would ride in a limousine must first investigate the motor truck. The business papers to-day are going to a buying market. And that is one of the real reasons why the professional advertising man is using more and more of them. His job is to get results and the response is there.

The enhanced value of the business paper is reflected in the appearance of its advertising pages. Look over any of the dominant publications and estimate the cost of research that has preceded the writing of the text, the cost of the art work that is used to illuminate the text and the expense to which the advertiser has gone in the making of plates so that the whole story will hang together. With us it is the rule and not at all the exception to spend double and treble the cost of space in the preparation of the copy and plates.

And this leads me to my last and consuming thought. To me it seems that this enhanced value which business papers appear to have brings with it enlarged responsibilities. A heavy responsibility upon the publisher to maintain service and, therefore, super-circulation and high degree of reader interest, and a heavy responsibility upon the advertising agent, be he an outside agency or someone upon the payroll of the advertiser, to exercise the utmost intelligence in the choice of mediums.

I am strong in my conviction with regard to the value of business papers, but I do not believe that they stand alone by any means. They are but one of the many tools with which the advertiser may work. The publisher of a business paper who cries anathema on all general advertising of a product which he believes should be advertised only in his paper or only in his field and in a technical way, is more times wrong than right. Life is so complex that most everything touches all of us. The man on the street is exercising a greater interest in and a wider choice with regard to everything that affects him even in a remote way than ever before. Where the ultimate consumer and the technical intermediary have a common stake an infinite variety of mediums may be used in developing the market. Here is where the skilled advertising man is essential, and the greater the aggregate experience of the organization handling the account the greater will be the chance of wasteless advertising. An inside view, with all the factors taken into consideration, generally results in a good decision.

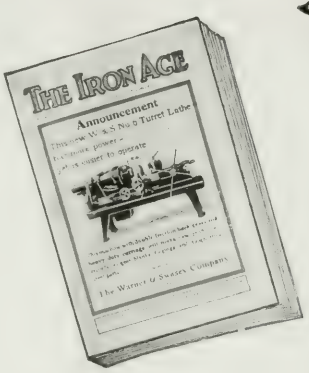
Ring Lardner illustrated this point in telling about an altercation he witnessed at one of the world's series baseball games. He said the disputants up in the stand were in a rage at a certain close decision and were telling the world nearby what they thought of that particular umpire's intelligence. So Ring stepped up and said: "Say, boy, do you know why they have the umpires down on the ground instead of up here?" "No," said the angriest one. "Well," said Ring, "I think it's because they can see the plays better down there."

Sewell Wheels Have Big Sales

Sales of Sewell Cushion Wheel Co., Detroit, for first six months of 1920 showed an increase of 136 per cent over the corresponding period in 1919. This increase has been largely due to a sales expansion program, which was inaugurated early in 1920, when sales offices were opened in Los Angeles, San Francisco, Portland, Seattle, Butte, Salt Lake City, Atlanta Memphis, Nashville, Akron, Steubenville, Wheeling and New Orleans.

A national account division was recently established under the supervision of Mr. James V. Lyons, formerly central western representative of the American LaFrance Fire Apparatus Company, Elmira, N. Y. Mr. Lyons has opened offices in Chicago.

Your Medium *for Selling*



Iron, Steel, Metals, Alloys

Fuel, Refractories

Heat Treating Equipment

Castings, Forgings, Stampings

Pipe, Springs, Wire, Screws

Electrical Apparatus

Power and Transmission Equipment

Foundry Equipment, Metal-working Machinery

Machine Tools, Attachments, and Small Tools

Factory Equipment, and Mill Supplies

Material Handling Machinery



Press Conference Acts To Insure Paper Supply

The distinguished delegates to the Imperial Press Conference at Ottawa, Ont., Canada, in session August 6, made their principal discussion the resolution calling for the appointment of a committee to take steps to insure adequate supplies of newsprint paper for newspapers throughout the empire.

Before the resolution itself was taken up, John Imrie, representing the Canadian publishers, and S. A. L. Dawe, representing the Canadian Pulp and Paper Association, were heard. The former told of the growth of the pulp and paper industry in Canada and of the reasons for the steadily increasing exportation of Canadian pulp and newsprint paper to the United States and the great increase in the prices of those commodities.

He contended that the increase in prices had no relation to costs of production. He suggested, however, that there might be empire partnership in pulp and paper production and that the people of other British dominions might join with Canadians in providing capital for further expansion of the pulp and paper industry in the Dominion.

Mr. Dawe objected to the statement that paper prices bore no relation to costs of production. He agreed with Mr. Imrie that in Quebec there was much material available to supply the British market with pulp and paper and many opportunities for the application of British capital. He suggested the formation of a joint committee of newspaper proprietors and paper manufacturers to standardize sizes of news print and eliminate waste in the manufacture and use of paper. The suggestion did not, however, meet with much support from Viscount Burnham, who spoke for publishers of Great Britain.

J. J. Knight, of Brisbane, Australia; Dr. T. W. Leys, of Auckland, New Zealand, and other Australasian delegates said they had been paying £60, £70 and even £80 a ton for newsprint paper. Mr. Knight commented upon the doctrine of empire solidarity which had been preached in the conference and suggested that Canadian delegates give a practical manifestation of the sentiments expressed by assisting the Australasian newspapers to secure reasonable supplies of paper.

Dr. Leys compared the size of Canadian newspapers to that of the daily journals of New Zealand and declared that the latter had been suffering from a real shortage of newsprint.

The addresses of the Australasians induced Viscount Burnham to request the paper manufacturers to increase the allotment of newsprint for the Australasian market. This request Mr. Dawe promised to lay before the manufacturers' organization. A number of other resolutions dealing with censorship of news, postal rates, cable rates, reduction of letter postage rates and a scheme of travel scholarships for young journalists also were adopted.

SINCE it was established in 1855, The Iron Age has world's basic industries—blast furnace, steel plant, world's basic industries-blast furnace, steel plant, foundry, machine shop, and metal-working interests. It is the recognized authority on conditions, prices, progress, and all matters of general interest in this great field.

Any complete list of metal-working industries will coincide closely with The Iron Age circulation, which covers a field equalled by no other business paper. It reaches a tremendous world-wide aggregation of buying units, practically each subscriber representing a separate and distinct company, operating plants which are exceptional in size and importance, volume of business, and buying power.

Advertisements are arranged for the convenience of the busy buyer—grouped according to the **product advertised** as well as cross-indexed by materials and manufacturers—just another of the exclusive features that make The Iron Age a dominant factor in the industrial field. Over 2000 representative companies advertise their products and services regularly, making its pages a veritable index to American manufacturers and distributors of every conceivable requirement in the metal-working establishment.

There is an interesting booklet giving a bird's eye view of the Buying Units of The Iron Age field, sent on request.

See listing in Trade Paper Directory in this issue for further facts which make THE IRON AGE the leading business paper in the world's greatest industrial field

THE IRON AGE

The World's Greatest Industrial Paper

ESTABLISHED 1855

239 West 39th Street, New York

Charter Member A. B. C. and A. B. P.



"Denver Post" Publishes Despite Riot

Despite the damage done by a mob of street car strikers to the plant of the Denver *Post* on August 5, because the paper had opposed the strike, complete issues of the Denver *Post* were printed on its own presses the next day, says a telegram to E. S. Cone, of Cone & Woodman. While all the furniture and many business records were injured, all advertising cuts and mats in composing room, and advertising records, which had been kept in the safe, escaped destruction.

Edward F. Searles Dies

Edward Francis Searles, part owner of The New York *Globe*, died yesterday at his home in Methuen, Mass. He was born in Methuen in 1841 and was the son of a farmer. When a young man he went to Boston and became a furniture salesman. In 1874 he came to New York.

Mr. Searles married Mrs. Frances Sherwood Hopkins of Great Barrington, the widow of Mark Hopkins, and one of the wealthiest women in the country, in 1887. When she died in 1891 Mr. Searles inherited $30,000,000. In addition to an extensive estate in Methuen he maintained a large place in Salem, N. H., and a summer home on Block Island. His art collection and library housed at Methuen are among the largest in New England. His most recent benefaction was a gift of $2,500,000 to the University of California. No near relatives survive him.

Davidson Joins "Western Farmer"

J. A. Davidson, who for the last 10 years has been doing promotion work for the *Farmer* in St. Paul, Minn., has become associated with the *Western Farmer*, Portland, Ore., as manager of the advertisers' service bureau.

Rowland Agency Augments Staff

Harry R. Drummond, for the past three years with *Editor and Publisher,* and formerly advertising manager of Bloomingdale Brothers, New York, has joined the merchandising and copy department of Rowland Advertising Agency, Inc., Grand Central Palace, New York. Mr. Drummond has had more than twenty years' experience in advertising and merchandising in many cities throughout the country. In co-operation with Worth Colwell and Edward F. Korbel and others of the Rowland staff, he is handling the campaign for the $5,000,000 shoe sale for the Nemours Trading Corporation in Grand Central Palace.

Colwell and Korbel, president and vice-president, respectively, are known as publicity directors of the National Automobile Shows, Motor Boat Shows and other large expositions.

Other recent additions to the Rowland staff include Joseph M. Millard, formerly with Brooklyn *Daily Eagle,* New York *Press* and *Morning Telegraph,* and George R. Hull, who has had considerable experience specializing in export merchandising.

The agency recently moved to a suite on the tenth floor in Grand Central Palace, and additional space is is now being secured.

Shoe Account With Barton, Durstine & Osborn

Barton, Durstine & Osborn, Inc., New York, is now handling the account of the W. H. McElwain Co., Boston shoe manufacturer. Magazines and business papers will be used.

A Beautiful Book of Advertising

Alexander Brothers of Philadelphia have issued in a beautiful volume, elegantly designed and bound in leather, a history of their advertising during the year of 1919. It is the sixth volume recording the company's advertising, but is the first prepared as a history. Former books were issued as a forecast of the coming year's campaign. Contained in the volume is a comprehensive selection of direct-by-mail advertising. The artistic, monthly circulars sent to dealers, monthly calenders, folders, blotters and other literature make a strikingly attractive collection.

Ajax Rubber Sales Largest Ever

Gross sales of the Ajax Rubber Company in the first half of this year were greater in volume than in any similar period of the company's history, exceeding the first six months of 1919 by about 16 per cent net.

Horace De Lisser, president, commenting on the company's report, said:

"Not only has our gross business shown a decided increase, but we have earned a sufficient profit during the first six months to provide the dividend for the entire year 1920, two quarterly payments of which already have been made. In addition there is a substantial amount added to our surplus account, which, as of June 30, shows to be $3,000,000 after deducting all dividends paid to date.

"There is every indication that our business for the remainder of the year will continue to show an increase in volume over any previous year."

"San Francisco Business"

San Francisco Business is the name of a new weekly official publication issued by the San Francisco Chamber of Commerce. It has absorbed and superceded *Activities,* the former house organ of the Chamber.

George F. Burba Dead

George F. Burba, editorial writer for the Columbus *Dispatch* and at one time private secretary to Governor Cox and editorial writer on the Dayton *News,* died suddenly of heart disease on August 6, at his home in Columbus.

Booth Now "Phez" Vice-President

Arthur Booth has just been made vice-president, with direct charge of sales and advertising, of the Phez Company, Salem, Ore.

For seven years Mr. Booth was with the Beechnut Packing Company as sales and advertising manager. About a year ago he left that position to come West with Botsford, Constantine & Tyler, national advertising agency, Portland, Ore.

It was in this connection that Mr. Booth became interested in the Phez Company and in his service work he reorganized the sales department of that company.

Why KELLY Export

THE successful exporter recognizes that people of other lands have different buying habits from ours. He shapes his advertising policy to meet these fundamental differences between American and foreign buyers:



1. Foreign buyers are more conservative In buying "Sight unseen" at great distances, considerable importance is attached to the character of the medium bearing the sales message.

2. As larger areas must be covered, manufacturers and merchants cannot maintain a sufficient foreign sales force to make frequent personal calls.

3. Therefore, buyers abroad must depend more upon the printed word in purchasing American products.

4. And they must do much of their buying by correspondence instead of handing an order to a frequently appearing salesman.

5. Foreigners are strong on precedent and tradition. Once they find a reliable source of buying information they stick to it.

In meeting these very vital points *Kelly's Directory of Merchants, Manufacturers and Shippers of the World* is pre-eminent; as the following facts show:

1. Established in 1878, this publication has the confidence of buyers everywhere because of its long-standing high character. *Kelly's* has the largest paid circulation of any export publication.

2. It is always before the buyer's eyes. It carries the sales message more surely and with greater permanence than publications of more frequent issue.

3. It offers purchasers the widest range of information as to where to buy. In the U. S. A. Section alone there are over 500 pages of descriptive advertising.

4. Leading firms use *Kelly's* to secure information as to products and sources of supply in placing their orders by mail.

5. The oldest and most important houses throughout the world have used this publication as their sole buying guide for over thirty years.

$100,000,000 Foreign Trade Firm Planned

Plans for the formation of a huge foreign trade financing corporation, which probably will be organized according to the provisions of the Edge bill, and sponsored by the American Bankers' Association, are beginning to take definite form. The tentative date for its organization is Jan. 1, next, and the capitalization may run as high as $100,000,000. John McHugh, vice-president of the Mechanics and Metals National Bank, and Chairman of the American Bankers Association's Committee on Commerce and Marine, is expected to become Chairman of the Board of Directors of the new corporation.

Plan Central American Union

Guatemala has been intrusted with the task of planning the program for the conference of delegates from the Central American countries, which is to be held on Sept. 15 for the purpose of discussing the formation of the Central American Union. This union, it is expected, will replace the Central American Court of Justice.

Dominates the Field

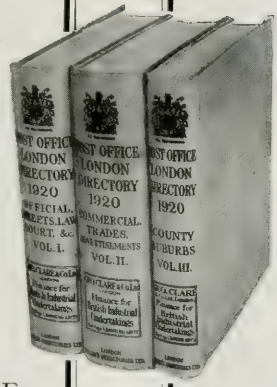
The name of KELLY has been identified with the publication of foreign directories for one hundred and twenty years. In addition to the *World Directory*, there are:

KELLY'S POST OFFICE LONDON DIRECTORY, now in its 121st Edition. The circulation extends to the principal cities of the world.

KELLY'S CUSTOMS TARIFFS OF THE WORLD, the most complete work ever published giving the various customs tariffs in force throughout the world.

KELLY'S TRADE DIRECTORIES, covering the Building, Furniture, Chemical, Engineering, Leather, Textile, Stationery, Paper, Printing, Grocery, Jewelry, and other industries of England, Scotland, Ireland and Wales.

KELLY'S COUNTY AND TOWN DIRECTORIES, including Liverpool, Manchester, Birmingham and others.



With our offices in America, England, France, Spain, Germany, Norway, Sweden, Japan, South America, Australia, and agencies in other countries, we are in a position to serve our advertisers in solving their foreign trade problems.

Ask our representative to call. Learn what KELLY can do for you.

KELLY PUBLISHING COMPANY

HENRY H. BURDICK, Treas. and Manager

70 FIFTH AVENUE NEW YORK CITY

SAN FRANCISCO Hearst Building
TORONTO 160 Bay Street
CHICAGO 508 So. Dearborn St.

Remington Typewriter Foreign Business Strong

Output of Yost machines by the Remington Typewriter Company is being pushed for the foreign trade at the new plant at Flushing, where the equipment formerly at the Bridgeport plant has been installed. In the meantime foreign shipments of other makes are being trucked by auto from Ilion to the docks.

July output for a while promised to be the largest in the history of the company, but shipments were badly delayed toward the end of the month. June sales to England, France, Belgium and Italy showed an increase compared with recent months and July cables so far as they have arrived indicate that sales for that month will be somewhat larger than for June.

South American countries, especially Argentine and Brazil, are placing large orders for typewriters, and it is expected that any drop which may appear in European demand will be more than made up for by increases in South American requirements. German typewriter companies, it is understood, have turned out very few machines since the war. One company which manufactures under a patent controlled in the United States reported less than 1,000 machines made during all 1919.

While typewriter companies are expecting a considerable drop before long in domestic orders, many believe that South American demand will do much to keep our factories running to capacity.

General Cigar Business Gains $1,462,122

The gross business of the General Cigar Company for the six months ended June 30, 1920, was $5,083,072, an increase of $1,462,122 over the 1919 figure. Net earnings were $1,814,420 as compared with $1,262,761 of last year.

United Candy Buys Factory

The United Retail Candy Stores Company has acquired the King Philip Chocolate Company in East Twelfth street, New York. This gives it a five-story factory equipped with the most modern machinery for production of chocolate candies.

Hard candies and home-made candies will still be produced at the company's Brooklyn plant. The East Twelfth street factory will turn out chocolates, thus relieving the New Orleans plant of Fuerst & Kraemer, which U. R. S. Candy owns. With the addition to the Fuerst & Kraemer chain of stores in the South there will be increased demands upon the New Orleans factory. The King Philip plant is now in operation. This places the company in a position to supply its New York stores from a factory in the immediate vicinity and eliminates the necessity for hauling products from New Orleans.

There are now six stores in operation in New York city, and another one will probably be added this month. Summer months are usually dull ones in the candy business. Notwithstanding the slowing up on this account, sales are said to be exceeding expectations.

Plans are under way for the establishment of stores in Philadelphia, Newark and other cities.

"Paper" Adds to Staff

J. H. Hodgkinson has joined the business staff of PAPER, the production journal of the paper industry. He will act as western advertising manager, but will make his headquarters at the New York office.

Better "Text" in Business Paper Advertisements

Steady, Notable Increase in Effectiveness To Be Found in This Branch of Copy-Writing

By H. ARTHUR ENGLEMAN

IT IS possibly trite, yet nevertheless true to state that as advertising has increased in volume it has improved almost correspondingly in quality.

Guess-work has been considerably reduced if not entirely eliminated and higher standards of art work and typographical arrangement also have been attained.

It is worthy of note that trade paper advertising, long sadly lacking in those sound principles of construction that we have learned to associate with other forms of publicity, gradually but consistently is improving in "appeal."

Compared even with almost any retail advertising worthy of the name not so long ago, the average trade paper advertisement was generally poor; this the more surprising when we consider that so many of our trade magazines maintain "Service Departments," and have had them for years. Yet, just glance through the files of any typical class or trade publication, over the last few years and note the evidences of determined effort toward improvement.

THE "TRADE" POINT OF VIEW

You will find page upon page devoted to mere "cards" or to advertisements with copy so general and vague in appeal as to create no definite impression of the concerns for whom they are intended to sell merchandise.

"Made by expert workman," "The Fit and Finish are unsurpassed," "Up to the minute in style," "Have the touch that stamps their origin in the world—centers of fashion"—these are statements made collectively in just one full-page announcement noted.

Another full page carries the following convincing (?) message! "For silk shirts that will give your customers lasting satisfaction, ask your manufacturer for those shirts ---------- silk shirtings. The name ------ is a respected hall mark of quality and distinction and an assurance of unusual durability of fabric."

Even further brevity is achieved by another advertiser who "sports" a full page to state: "Clothing distinctly superior—popular priced. Worthy of your consideration. Its merits proved by an ever-increasing list of satisfied customers."

In similar vein a competitive house asserts: "Always distinguished for style, these clothes are smarter than ever before. The growth of our business is matched by a steady advance in character of the product—the personality of the clothes. Now, when men are demanding special features in their apparel is a most opportune time to meet them with----- clothes. Give the preference to the sale of ------ clothes and your customers will give you the preference upon anything you have on sale in your store."

With page upon page of matter as trite as this it is easy to understand why so many concerns even to-day insist that advertising does not pay.

And the advertisements quoted are by no means exceptional. They are typical of the average announcement to be seen in almost any trade publication—regardless of the industry it is intended to serve.

There is no stinting of art work, and the typography is excellent. Mainly in the worded text does the advertiser fail. This may be due to lack of thought of what he is aiming for or to the delegation of an important job of printed salesmanship to a mind not keen enough to size up the immense possibilities. Or there may be a thousand other reasons without one that excuses the fault. It is safe to state that the improvement in trade paper advertisements has been due almost wholly to the educational work done by the papers among their advertisers. And this constitutes one of the biggest services the papers have been able to deliver.

Trade paper advertising, properly conducted, can be made to yield most excellent returns.

In addition to its direct "pulling power" it is a mighty aid to salesmen. It helps build—and hold—prestige and good will and acts as an advance guard for the house it represents.

SUGGESTING REMEDIES

A trade-paper announcement, too, provided it is interestingly constructed, is most apt to be carefully read, as the average business man may be counted upon to read such a publication more thoroughly than papers of general appeal.

There is all the more reason, then, why copy for trade paper advertisements be prepared with the utmost thought.

Such advertisements should be

EIGHTH OF A SERIES

Selling the Dealers

ONE of the principal functions of the merchandising service department of The News is to foster a friendly feeling on the part of the retailer towards newspaper-advertised merchandise. This work does not show so much until the salesman gets out on the firing line. This is one of the reasons why the Indianapolis Radius is an easy market to work.

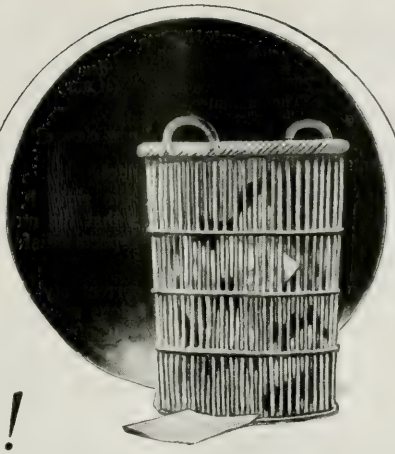
THE INDIANAPOLIS NEWS

New York Office
DAN A. CARROLL
Tribune Building

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Building

USE NEWSPAPER ADVERTISING ON A THREE-YEAR BASIS



"Gosh! I hate to throw that fellow's booklet away"

AS the rain falls alike on the just and the unjust, so does the beautiful booklet as well as the poor, ugly one sooner or later go to the waste-paper baler.

There is no use in perpetuating the silly myth that poorly printed catalogs are chucked into the waste basket and well printed ones cherished forever.

The distinction is much finer than that. There is the good-looking booklet that you just hate to throw away—and don't for several hours or weeks. Even before you do get rid of it, you feel in duty bound to read it.

And sometimes a very poorly printed booklet or catalog is so sensibly written that it is saved in spite of its unattractiveness.

The difference between printing done on Warren's Standard Printing Papers and other printing is not conspicuously apparent. Generally the results are:

A little time saved in the pressroom owing to the easier handling of the standard quality paper, and a little expense saved for the same reason

A better reproduction of prized drawings and photographs

A little more legibility of type

A little better folding and binding "performance"

And, as mentioned above, a little longer average life before being laid aside or thrown away.

Always some of these things, sometimes all of these things, you get when you use a Warren Standard Printing Paper. About the only advantage you lose is the doubtful one of driving a sharp bargain with a printer whose help and co-operation can be of value to you.

Examples of the kind of printing any good printer or any buyer of printing may legitimately expect if a Warren Standard Printing Paper is used may be secured by writing us, or by consulting Warren's Paper Buyer's Guide, or the Warren Service Library. These books can be seen in all the public libraries of our larger cities. They are also in the offices of catalog printers and the merchants who sell Warren's Standard Printing Papers.

better paper ∞ better printing

S. D. WARREN COMPANY, Boston, Mass.

Warren's STANDARD Printing Papers

built along the same lines of sales argument as are used by the concern's representatives.

A salesman would book few orders, indeed, if he were to use the kind of bald statements I have cited. He could hardly interest an anxious buyer.

"Pointing Up" Sales Considerations

What are the big points about any merchandise that the retailer is most interested in? Among major considerations are:

The "repeat" possibilities.
The probably increased demand (through advertising).
The ease of handling or demonstrating.
The attractive package (if any).
The guarantee.
The effect on other sales.
The attraction of a new class of customers.
The dealer helps extended.

If these features are right it is reasonable to assume that the merchandise is in other respects satisfactory.

Dealers expect correct style or purity and other obvious merits in any merchandise that is offered for sale, and for a manufacturer to emphasize such generalities is to miss the real selling opportunities.

After all, the one big bet is to emphasize the dominant selling feature of the goods offered for sale. Yet this is so little realized!

Emphasizing Sales Features

Almost all goods have at least one feature worthy of emphasis.

A manufacturer of a complete line of children's dresses featured in a recent successful trade paper campaign the financial and other advantages to be derived by concentrating buying at one source of supply.

"You get as complete an assortment of styles and sizes as you want, plus more prompt and more certain deliveries; you save the time of buyers and have fewer accounts to pay, with less bookkeeping as a result," were points emphasized.

These arguments were considerably strengthened by the offer of a large assortment of numbers which were shipped on the open order plan with privilege of return in cases where they were unsatisfactory.

One of the best selling gas irons in the country is featured as the ideal appliance with which gas companies can increase the public appreciation of the advantages of gas for domestic uses and how by popularizing other appliances, such as cookers and water heaters, it will increase the total consumption of gas.

This campaign has proven successful over a period of five years and the iron is considered the leading seller in its field, although it has as yet never been advertised—by the manufacturer at least—to the consumer.

Various selling helps, such as cuts, folders, showcards, etc., are supplied for the use locally of the dealer, but that is all.

The reasons why most trade paper advertising has had to receive so much bolstering up are not difficult to find.

Some of the Faults

Copy is hurriedly prepared as a publication may be going to press. It is written without any definite plan in mind and its preparation is all too often left to some person absolutely untrained in the preparation of copy.

Yet the fundamental cause of so much poor copy is that the advertiser footing the bill fails to appreciate the opportunity his publicity affords.

He overlooks the fact that his trade paper advertising is—or may well be—the backbone of all possible future" consumer campaigns."

One Year Old and a Leader

"As Managing Editor of the *leading technical paper* specializing in this field and whose interests are to promote the economy of Fuel Utilization, we know that you are in close touch with all matters appearing upon this subject, and specializing in this line we believe that you are specially prepared to handle the Chairmanship of this meeting, which we are now asking you to do."

Quoted from a letter received from Mr. Charles F. Roth, Manager of the Chemical Exposition, asking our Managing Editor to accept the Chairmanship of the Fuel Economy Conference, which is to be one of the most important features of this year's Exposition.

This recognition by an authority is one of the big reasons why you should investigate

COMBUSTION

We have a special opportunity to offer those who begin their campaign with us in our October number. This issue is in course of preparation now so write immediately if you desire *big results* in the combustion field—the field that is at the bottom of all big business. Big business buys big.

COMBUSTION

Combustion Publishing Corporation
475 Tenth Avenue
New York City

Back of the success of *all* advertising (mail order excepted) dealer interest and dealer cooperation are first requisites. It is here that dealer advertising of the right kind plays a vital part. For this reason dealer advertising should be prepared with the utmost care. The right kind of trade advertising is a mighty potent weapon and advertisers should learn to realize this.

TREATED AS AN INVESTMENT

When properly conducted, trade paper advertising will invariably prove a handsome investment.

Even in those cases where is is not desired to utilize advertising agency service it should prove distinctly worth while for an advertiser to engage the services of an individual advertising expert to prepare all trade paper copy, direct-by-mail matter, dealer helps, etc. It is amply proven that such action is desirable even in those cases where the total advertising appropriation is possibly not more than three or four thousand dollars a year.

In fact, the less a man spends on advertising the more vital is it that every nickle is spent to the utmost advantage, that all waste be avoided.

The page rate in any publication is the same whether it is filled with good or bad copy, although, naturally, the better the advertising the greater percentage of returns on the investment.

Many concerns regard their advertising problems as being too complex to entrust to an outside advertising man or agency—yet, because their product *is* different is the very reason why it could best be advertised by a man with a "fresh"—an outside point of view.

Concerns who make these statements, in all sincerity, no doubt, are generally so "close to their business" that they invariably prepare their advertising copy from their own point of view rather than from that of the prospective customer. And this is one of the prime causes of so many failures in trade paper advertising.

Certainly business generally as well as advertising profession would benefit by developing advertisers whose appropriations are at present possibly confined to trade paper publicity. Trade paper advertising is the backbone, the very foundation of all future advertising—and for this reason should be conducted with the utmost care and along the most efficient lines possible.

Business Is Good

(*Continued from page 6*)

Conversation drifted to future business prospects and the necktie man said that his 1920 business was fine and that he had noticed no let-up in demand, and as far as 1921 was concerned, he was not worrying. The clothing man was not quite so optimistic. All his men were not yet on the road, so he could not judge from their reports. He had received, however, six cancellations the past week and word from several of his best customers that they intended buying very lightly for fall and winter. Upon being questioned by the optimistic necktie man he admitted that the cancellations represented a negligible amount so far as orders were concerned, and that reduction in buying by several big retailers simply meant that they were well stocked.

He agreed that reports from several hundred merchants throughout the country indicated that people were buying and that business generally was *excellent* and not falling off.

I mention rather in detail these conversations, because it shows very well the post-war psychology, I believe, that is affecting many a business man, who, whether a manufacturer, a distributor or a retailer, has the feeling that big business cannot last—that demand is going to slacken shortly and very suddenly. And, of course,

HIT THE TELEPHONE TRAIL

Millions of people hit the telephone trail daily for business and pleasure needs. These people consult the telephone guide book—our telephone directories—for information to guide them to their desired destinations.

These directories are placed within easy reach at the beginning of all telephone trails in New York State and Northern New Jersey and are consulted by pleasure and business seeking people 7,360,000 times daily.

Is your selling message displayed in these guide books?

Rates are low



NEW YORK TELEPHONE COMPANY

P. W. ELDRIDGE, Jr., *Sales Mgr. Dir. Advtg.*

1261 Broadway at 31st Street, New York

Telephone Vanderbilt Official 130

he's worrying about it to the extent that his mental attitude not alone affects his own business, but the business of others, as well. Apparently he agrees with the philosopher who wrote that "to be appreciated, sleep, happiness and prosperity must be interrupted."

GOOD ERA IS FORECAST

The average business man can well afford to take cognizance of the opinion of bankers, students of economics, and the country's leading business men who are unanimous in their judgement that business for 1920 and 1921 will be good. They base their belief primarily upon the economic condition of the country, and partly upon business conditions that have followed other wars in this and other countries.

In considering business prospects one must take into consideration the general demand for labor throughout the country. Statistics indicate that this demand is holding its own—a most favorable augury for continued "good times." Other important factors are the recent decisions of the United States Supreme Court which will have their impress upon business and do much to restore confidence. Such decisions help to promote personal initiative, and initiative and sound thinking are what business needs most of all.

An analysis of the weariness on the part of some manufacturers reveals that distributors and dealers are still buying, often necessarily, on a war-time basis. A retailer, for instance, orders four or five times his requirements for a commodity, from four or five different manufacturers, figuring that a partial allotment from each will just about take care of him. During the war this method would bring him only a partial supply, but now, with changed conditions, he is finding that in many lines production is catching up with demand and when several of the manufacturers supply him to the full extent of his order he naturally becomes overstocked, and promptly cancels all orders for that particular commodity as yet unshipped.

RE-LEARNING HOW TO MERCHANDISE

The fact that the big and little retailer is learning that it is exceedingly dangerous to speculate with merchandise is indeed one of the best signs of the times. It does not mean that business is going to be slower—rather it is a signal that business will be sounder.

Admitting then, that, after all, things are looking up, that business is going to continue good, how will we propagate a renewal of optimism? The answer that occurs to me is through publicity, or to get down to brasser tacks—through advertising.

I will leave it to an agressive agency to develop the plan suggested in the following idea that:

There is no good reason for us to think or talk of an impending panic or of hard times ahead. Business is good now, and will continue to be so.

Sound and sensible reasons and dependable statistics and examples should be incorporated in the copy.

The Audience: Address directly the consumer, and reach as effectively the dealer and distributor.

The Sponsors: Sign the advertisements by leading manufacturers of basic products.

General Appeal: "Business better than usual, based on careful buying and sound selling."

NOW READY

No. 11 issue of AGENCY LIST

of the Standard Advertising Register

CONTAINS

Names, addresses and executives of over 1500 Advertising Agencies in United States and Canada.

Names of Agencies "recognized" by principal Associations of United States and Canada.

Names of accounts handled by over 500 leading Agencies.

Names of 3500 advertisers placing their advertising direct.

Names of Advertising Agencies geographically listed.

Issued three times per year

Single Copy $5
Yearly subscription $12.50
Order Now and Get After Fall Business

National Register Publishing Co.
R. W. FERREL, Mgr.
1901 Times Bldg., New York City

The largest Shoe and Leather publishing house in the world

Cutler Publications Help Their Advertisers

The spirit of the Associated Business Papers, Inc., is "100% Service—Promptly Given."

The Cutler Publications are members of the A. B. P. Inc.—in letter and spirit.

The Cutler Publications are:

The Shoe Retailer for the Retail Trade

Shoe and Leather Reporter for the Manufacturing and Wholesale Trade

El Reporter Latino Americano for the Spanish Speaking Countries

Cutler Official Directories covering the entire Industry

Cutler Service consists of:

An Inquiry and Research Department
A Foreign Trade Bureau
An Art and Copy Department
A Patent and Trade-Mark Dept.
A Motor Truck Dept
An Employment Bureau
Daily Hide Reports

These are all coats-off and sleeves-up Bureaus—working swiftly for our advertisers and subscribers. Each under an experienced manager. Try them out! ASK HEADQUARTERS of the Shoe and Leather field.

Shoe and Leather Reporter
ESTABLISHED 1857
THE TRADE MEDIUM AT HOME AND ABROAD

"Ask Headquarters"

These Agencies

"Ask Headquarters" and place accounts with the "Shoe and Leather Reporter"

Geo. Batten Co., Inc.
Benson, Campbell & Slaten
Brooks, Smith & French, Inc.
T. B. Browne, Ltd.
Calkins & Holden Co.
Dooley & Brennan Co.
Erwin & Wasey Co.
E. N. Erickson Agency
Fishel-Ruebel-Brown Adv. Agency
Albert Frank & Co.
L. S. Goldsmith
The Greenleaf Company
H. E. Lesan Adv. Agency
Matos Adv. Agency
H. K. McCann Co.
P. F. O'Keefe Adv. Agency
Power, Alexander & Jenkins Co.
William H. Rankin Co.
Jos. Richards Co., Inc.
Shuman Adv. Co.
F. P. Shumway Co.
The Spafford Co.
Thielecke Adv. Agency
Carl S. Von Poettgen
Williams & Cunnyngham
Wood, Putnam & Wood Co., Inc.

Our Agency Commission Rate

and all agency information will be sent immediately upon your request for it.

There is something to interest every Advertising Agency in our booklet "Ask Headquarters" and our other booklets. Your request brings them.

Member of A. B. C.

THE CUTLER PUBLICATIONS

Member of A. B. P.

New York
Philadelphia
Rochester

166 Essex Street, BOSTON
Chicago
Washington, D. C.

Lynn
Cincinnati
St. Louis

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

Features in this Number

August 14, 1920

Advertising Your Advertising Efficiency—*W. S. Allison* 3
National Biscuit Company Salesmen carrying the advertising message directly into dealers' hands.

Advertising to the Semi-Technical Reader—*M. C. Williamson* 4
Experience convinced the Wollensak Optical Company its "copy" must first of all be easily understandable.

Advertising to Thwart Business Depression Talk—*G. I. Snowden* 6
A well thought out suggestion to stop the spread of commercial pessimism.

An Analysis of Business Paper Advertising—*George E. Helm* 8
It too often shows the advertiser talking not with, but to, his prospects.

Selling to the Human Censor—*Ray Giles*
Advertising with a definite appeal to the various faculties urged as an effective method.

Marcellus E. Foster 10
Glimpsing the new President of the Southern Newspaper Publishers' Association.

The Human Side of Business Paper Advertising—*Robert Clarke, Jr.* 14
Technical "copy" must have "soul" to move those who require technical products.

The Influence of Window Displays—*L. E. Weisgerber* 22
How the Display Manager of Lord & Taylor regards its advertising adjunct.

The Importance of Business Publications—*Jimslie A. Gray* 42
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Real Advertising Value in a "Publicity Scheme"—*Myrtle Pearson* 20
How the Boston Varnish Company merchandised the airplane delivery idea.

Better Text in Business Advertising—*H. Arthur Engleman* 50
Steady, notable increase in effectiveness in this branch of copy-writing.

Advertising & Selling's Directory of Business Publications
Pages 33, 35, 37, 39, 41

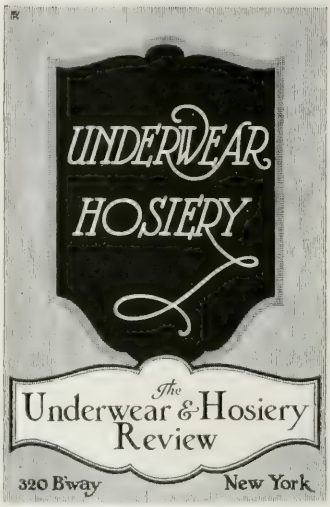
This Club Gets Orders for its Members—*Arthur Davis* 54
The "Quarter Club" of Buffalo, through applied cooperation, enables specialty men to exceed quotas.

Coe-Stapley Account With Batten

The advertising account of the Coe-Stapley Manufacturing Corporation, makers of automobile accessories, is now with the George Batten Company of New York. E. W. Krohback, advertising manager for the Coe-Stapley Company, was formerly with the Aluminum Castings Company, Cleveland, which organization has discontinued its advertising department for the present.

James Ellis McClure

James Ellis McClure, of the Beaver Falls, Pa., *Evening Tribune*, a veteran of the Civil War, and for thirty-five years a newspaper man, died on Monday.



Blotters

"To make Better Letters
Use Our Better Blotters"
Famous *World* and *Reliance* Brands
THE ALBEMARLE PAPER MFG. CO.
Richmond, Va.

Mailing Lists

Mailing Lists
Commercial, Automobile, Investors or any classification wanted
TRADE CIRCULAR ADDRESSING CO.
166 W. Adams St., Chicago
References: Agency Books or any bank or business house in Chicago.

We represent all Student Publications

OUR intimate knowledge of the vast student buying power is expressed in various copyrighted publications. Entitled "The Collegiate Salesman," these booklets are designed to attract merchandise interest in student towns and to acquaint advertisers with our unique merchandising service.
Copies will be sent on application.

CSAA
Collegiate Special Advertising Agency, Inc.
503 Fifth Avenue, New York *Established 1913*
Chicago office: 110 S. Wabash Ave.

We specialize in house to house distributing of
Advertising Literature and Advertising Samples
We solicit your account.
JAMES T. CASSIDY
206 No. Front St., PHILADELPHIA, PA
Write for our paper "FACTS."

Paper for Letterheads

LETTERS MAY BE BETTER but they can never be *best* unless they are written on the right kind of paper.

BERKSHIRE TYPEWRITER PAPERS
A Business Paper For Every Business Use
EATON, CRANE & PIKE COMPANY
New York Pittsfield Boston
San Francisco Chicago

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.
POSTAGE · 18 East 18th St., New York City

"GIBBONS KNOWS CANADA"
MONTREAL TORONTO WINNIPEG



Business

Some of the best posted, most alert and experienced sales and advertising managers and advertising agents have frankly stated their surprise and pleasure at the remarkable results which the proper application of Gage Service has brought them.

These papers are exponents of an original idea; they are the media through which operates the most complete, well rounded and effective sales promotion, business building Service yet devised.

The actual printing and distributing of advertising through the columns of these papers is only "one part" of the whole Service they are rendering buyers and sellers. Though they serve different fields the same basic principle and a highly trained organization is behind each paper to see that every advertiser and subscriber receives the full benefit of the business building work Gage Service is able to give him.

They are Business Papers in the truest definition of the word built for business men by business men and each rendering a business building service. Each has made a record for itself entirely on its own make-good qualities and the usual prestige and high standing of this group has been attained purely through the remarkable record of accomplishment each paper has shown in its chosen work.

If your market falls in the fields of these papers as defined below, you owe it to yourself to investigate this Service thoroughly.

Electrical Record

The business paper of the Electrical field—reaches all English-speaking electrical buyers here and abroad—has over 100% more advertisers than any other electrical paper—carries more electrical advertising than any other publication in the world—member A. B. C.—Associated Business Papers, Inc., and Society for Electrical Development, Inc.

Electrical Export

For the Spanish and Portuguese speaking electrical buyers in Latin-America, West Indies, Spain and Portugal—100% buying circulation—"The only exclusively electrical export paper"—and the one direct road to the electrical markets of those countries.

Raw Material

A paper built to help the man whose one big job is the selection and purchase of the raw, semi-finished, finished materials and parts used by the big industrial units of this country in the fabrication or assembling of their products. No other publication is specifically designed to serve this class. RAW MATERIAL, therefore, presents an excellent opportunity to raw material and parts makers for wasteless effective advertising.

THE GAGE PUBLISHING COMPANY, Inc.

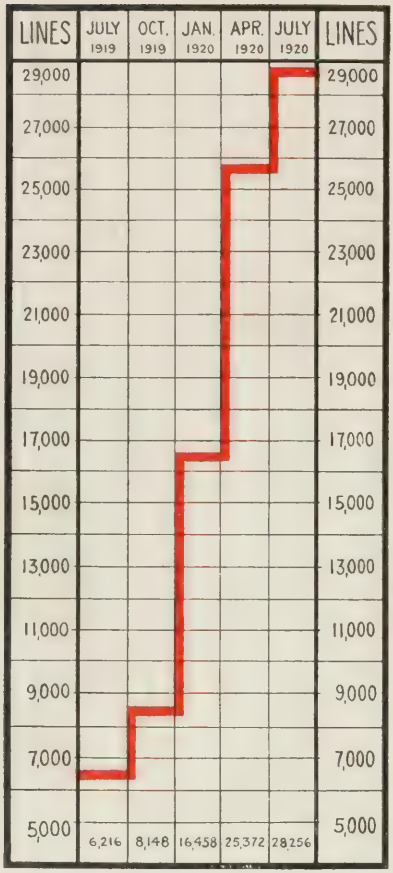
114 LIBERTY STREET — **NEW YORK**

CHICAGO — CLEVELAND

Put Gage Service behind your sales organization—it will prove a most important adjunct.

Gage Service

From Obscurity to Prominence in Twelve Months



THE progress made in a single year by Arts & Decoration has no parallel in the history of modern publishing.

The significance of this growth, illustrated by the graph, best can be shown by the position of the magazine compared with the leaders as shown in the July classification made by Printers' Ink as follows:

General Standard Size	*General Flat Size*	*Women's Magazines*
Arts & Decoration	American	Ladies Home Journal
Review of Reviews	Red Book	Pictorial Review
World's Work	Cosmopolitan	Harper's Bazaar
Harper's Magazine	Arts & Decoration	Woman's Home Companion
Scribner's		Arts & Decoration

While our present lineage does not compare with that of the giants of advertising, it is significant that Arts & Decoration has overtaken and passed magazines of the highest standing which enjoy the cumulative benefits of years of business upbuilding.

The progress made shows that advertisers recognize the capacity of Arts & Decoration to influence those who have made America the premier market place for the world's costliest and most precious products.

ARTS & DECORATION

JOSEPH A. JUDD PUBLISHING COMPANY,

Incorporated

25 WEST 43rd STREET :: NEW YORK CITY

Advertising & Selling

Public Library,
Kansas City, Mo

AUGUST 21, 1920

Public Library,
Kansas City, Mo

A Bargain in Circulation

The 500 morning daily newspapers of the United States have 9,870,942 circulation and a total minimum rate of $27.86 per line, according to a recent tabulation of Justin F. Barbour. This is cheap as compared with magazine rates, but it emphasizes the extraordinary value offered by the 450,000 daily morning circulation of The Chicago Tribune at .70 per line.

Averaged together, the 500 morning dailies sell circulation at the rate of 3543 readers for one cent per line. The Chicago Daily Tribune, on the other hand, sells advertising on a basis of 6,440 readers for one cent per line.

The Chicago Tribune now has the largest morning daily circulation in America

Public Library,
Kansas City, Mo

Write for The Chicago Tribune's 1920 BOOK OF FACTS

The Utah Copper Co. is capitalized for $25,000,000.

Its total assets December 1918 were $90,043,661.

To December 31, 1919, it has paid $103,175,078 in dividends.

It has the second largest developed orebody in the world.

It operates 52.87 miles of standard-gauge railroad, 2.61 miles of narrow-gauge, 1.57 miles of three-rail track.

It operates two reduction works, the Magna plant having a capacity of 20,000 tons per day, and the Arthur plant having a capacity of 16,000 tons per day; an immense compressor plant at the mine, a water-supply system, and a leaching-plant.

It owns and operates the Bingham & Garfield Railroad, a steam standard-gauge line 133 miles long.

In 1919 the monthly output of copper was 10,000,000 pounds, while 28,907 oz. gold and 263,721 oz. silver were produced as by-products.

PURCHASING POWER

This is a sample of the subscription list of the MINING AND SCIENTIFIC PRESS, illustrated.

It indicates the character of the service rendered to its advertisers.

Further details are at your service.



SUBSCRIBERS to the Mining and Scientific Press with the Utah Copper Co., include:

Company Offices, New York City.
Engineering Dept., Salt Lake City.
Utah Copper Club, Bingham, Utah.
Magna Club, Garfield, Utah.
Arthur Club, Garfield, Utah.
Alta Club, Bingham, Utah.
Vice-Pres., Gen. Mgr., San Francisco.
Managing Director, Salt Lake City.
General Manager, Salt Lake City.
General Supt. Mines, Bingham, Utah.
Asst. Supt. Mines, Bingham, Utah.
Chief Metallurgist, Salt Lake City.
Supt. Magna Mill, Garfield, Utah.
Asst. Supt. Magna Mill, Garfield, Utah.
Supt. Leaching Plant, Magna, Utah.
Supt. Arthur Mill, Garfield, Utah.
Asst. Supt. Arthur Mill, Garfield, Utah.
Asst. Mining Engineer, Bingham, Utah.

MINING AND SCIENTIFIC PRESS

MEMBER AUDIT BUREAU OF CIRCULATIONS
MEMBER ASSOCIATED BUSINESS PAPERS, Inc.

SAN FRANCISCO 420 MARKET ST. | CHICAGO 600 FISHER BDG. | NEW YORK 3514 WOOLWORTH BDG.

Highly Concentrated City Circulation In New Orleans

The leading commercial center of the South—the second port of the U. S. A cosmopolitan city—a highly active buying and selling market—responsive to advertising.

Suburban New Orleans is too limited—too scattered to reach economically. Concentrate on city circulation—advertise in the States. You will get more profitable returns at a lower cost.

Want more information?
We'll gladly furnish it.



New Orleans STATES

EVENING SUNDAY

ADVERTISING & SELLING, AUGUST 21, 1920
30th year. No. 9. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1870. Price, 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City



WANTED—A WELL-BALANCED RATION

A man may eat a lot of perfectly good food without being well fed, unless his ration is properly balanced. Quail alone does not furnish a well-balanced ration. You need bread and butter, too.

The advertising columns of Successful Farming offer the proper country balance to your campaign for city and town business.

We will take an honest message to more than 800,000 farm families who pay an annual fee for our services and believe in our recommendations.

SUCCESSFUL FARMING

E. T. MEREDITH, Publisher
Des Moines, Iowa

T. W. LeQUATTE
Advertising Manager

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

J. M. Hopkins, President;
H. B. Williams, Vice President;
William B. Curtis, Treasurer;

ADVERTISING & SELLING CO., Inc.,
471 Fourth Avenue, New York, N. Y.
Telephone, Madison Square 1765

M. F. Duhamel, Managing Editor;
Ralph B. Smith, Associate Editor;
George Roosevelt, News Editor.

30th Year | AUGUST 21, 1920 | Number 9

"Good Times" Are Up to the Advertising Men

In Common With the Nation's Banks They Hold the Magnet That Will Draw "Small Hoards" to the Aid of Industry

By GEORGE FRENCH

THE condition of general business, as the fall season is about to open, gives advertising interests much concern, and advertising men are studying the indications with great interest. Trade in the lines of essentials that have seasonal periods is so unsettled that the immediate future is not at all clear.

Demand in many lines is slight, and indications are that it will be unsettled and follow very strictly immediate needs of the retailers. The retailers are in doubt about the attitude of consumers. They are quite generally agreed that the period of extravagance in personal buying may be almost over, but whether it is to be succeeded by a season of self-denial on the part of consumers is the problem that sellers and buyers alike would like to have solved.

There are indications that we may be on the verge of a season of thrift on the part of wage earners and salaried people that may more than balance the period of extravagance that followed the war. Many things support this view. There is a scarcity of money in depositories from which the large amounts needed in industry are drawn.

The banks are making plans to induce people with small margins of money to deposit it with them, and the opportunities for profit for the small investors are so many and so alluring that it is easy to foresee a large buying of stable securities that are offered in small units. The railroads have been put in a position, by the new rates for freight and passenger service, to assure investors generous dividends on securities they already are planning to issue. It is practicable for the possessor of even two or three hundred dollars to buy bonds of undoubted safety that pay high interest rates. It is evident that the fashion to invest small sums of money in good bonds is coming in.

Meeting and Defeating a Business Slump

THE suggestions herein offered present a way to meet and overcome what, to some business men, look like conditions unfavorable to American trade.

A prominent New York financier, after reading a proof of the accompanying article, said: "Mr. French has stated the case clearly. Banks already are taking steps to meet some of the impending consequences of a reaction from the overspending of recent years."

The idea set forth is that community banking interests would find it desirable and helpful to get together in an advertising effort and that, if this were done generally, very beneficial effects would be conferred upon American business.

THE EDITOR.

"SPENDERS" IN THE MINORITY

For two or three years people have been habituating themselves to economy and denying themselves luxuries and necessities. This despite the spectacular era of lavish spending that has been going on. The spenders were a small minority, while the great majority of people of moderate means were all the time conserving their resources. The buying of Liberty bonds created and intrenched a habit of saving, which has spread widely and rapidly, despite all surface indications to the contrary.

Men and women have learned to wear out their clothing, to turn their gowns and coats and get 100 per cent of service out of them. Men are this season planning to have two or three suits turned rather than buy one new one, for the fall and winter that are coming. Women are making their own clothes who have almost forgotten that such an art as needlework exists. Men will get out last winter's derby, have it cleaned and a new sweatband and ribbon put on it, at a cost of a dollar perhaps, and save the $10 a new one would cost.

These tendencies in retail and wholesale trade and in personal economy have created a situation that is of great importance to advertising interests, especially to advertising mediums and agencies, the two greatest creative agencies in the advertising field. What are they going to do to maintain the level of advertising business? Broadly speaking, there is but one thing for them to do—or rather there is but one attitude for them to assume: They must demonstrate to business how advertising may be employed to ameliorate the tense condition that seems to threaten all business. What is the wise policy for them to adopt, to put advertising into the crisis in that manner which will best serve all interests?

"REASON WHY" ADVERTISING

It manifestly is futile merely to urge that advertising be persisted in for the sole purpose of persuading people to buy, without giving the best of reasons for such a policy. It will not be easy to dissuade the man who has just recognized the fact that a suit turned by a skilful tailor, is just about as serviceable and good in all ways as a new suit, or to get him to blink the fact that the new suit will cost him $50 to $100 while turning the worn suit will cost less than $20. He will argue that he can provide himself with three suits that are virtually new for the price of one that is actually new. Obviously, it is not

good business for advertising men to urge clothiers to advertise lavishly in the hope of changing the program of the men intent upon economy in clothes. And the same condition prevails in other lines of supplies, notably in household supplies, in women's wear, in furnishings, etc.

Advertising men have got to stand and see the great streams of money go into enterprise. Immense sums are needed to perfect the railroad systems. The amounts already named make up but a small proportion of what must be had to make the railroads able to take care of the transportation needs of the country. Great sums of money are going into shipping projects, into manufacturing, into development of power schemes, and into many other fundamental enterprises. This money has got to be contributed by earners. There is no other source from which it can be had. Add the almost unthinkable sums that the government must have for years to come to liquidate the war debt and assist the countries of the world to get themselves into a condition that assures even continued life. The total cannot even be speculatively stated, it is so vast.

ABSORPTION WILL CONTINUE

This absorption of the money of the country will go on. It cannot be stopped or checked. It diverts money from trade. It reduces the gross that can be devoted to advertising. Retail business has been forced to originate new methods to supercede the old ones. Banks cannot carry the retailers, and they have been obliged to sell stocks to get money to pay debts. They have not got money to buy large stocks, and they cannot get it. Advertising is to be switched off its usual course. It has got to discover how it can help on in the way business has got to go.

One great fact is self evident: The potential resources of the country, in the form of free capital, have not yet been developed. While it almost dazes one to contemplate the flowing this way and that of the tremendous stream of money, close observers know that there is plenty of money in the country, not now employed at all, to handle the situation as it exists, and as it is certain to develop, without crippling business in the manner it is now being crippled. If even 50 per cent of the money that is now absolutely idle could be diverted into the banks, where it would be added together into great sums, there would be more money available than could profitably be at once employed.

While sober-minded people have been scandalized by the crass exhibitions of profligate spending that have been going on, other cool headed people have all the time recognized the fact that for every foolish spender there are a score, or perhaps a hundred, who have held on to their surplus money, and that a great proportion of these wise ones were really foolish, because they literally are holding on to their money. They have not deposited it, or made any other useful disposition of it. So far as the country is concerned, the man who holds on to his money is no more useful than the man who wastes it in riotous buying. He is, in fact, less useful, for the spender at least puts his money into circulation, and the man who simply keeps his money —the bills of various denominations that represent his surplus earnings above his living expenses—is all the time robbing himself, not only of the interest his money would earn him if properly saved or invested, but of that opportunity to help business in general which is the spur and stimulus of the wise saver of money.

POINTING TO THE REMEDY

It is perfectly evident that some means must be devised to bring from their hiding places the small sums of money that people falsely think they are saving and convert them into large aggregations of capital to offset the great drain upon free capital that has been going on. To do this is the duty of—somebody. Who? It has been—is being—put up to the banks. But it is manifest that the banks, of themselves, cannot do it. They do not attract small sums of money. Many of them do not desire to receive small deposits. They are not fitted to use them. It is quite evident that the banks must enact a secondary part in the actual work of getting the free money in the country into active use; but that they must originate and stand back of any effective work in that line is as manifest.

The answer is, Advertising. Advertising, of the right sort and done in the right way, would bring from their hiding places great numbers of those small hoards we believe to be in existence, and swell a total of new money for legitimate enterprise and trade that would suffice to relieve the prevailing drought and make it possible to do business on a safe and reasonable basis again. To persuade banking authorities that a carefully thought out campaign of advertising to convince men that the best use they can make of the small accumulations they may have saved is to put them in the bank, and take the interest they would there earn, may not be an easy thing to do, but it can be done.

It is not wise simply to plead with banks to do this. A specific plan must be presented, and urged. It must be accompanied by a well thought out plan for the bankers, to prepare them to welcome the modest savings when they are offered. They are not likely to flow into the banks that operate in marble palaces, and have the marble ideas of personal contact. The men with the small rolls of bills must also be advised about the disposition to be made of their cash. They ought not to be asked to accept bank interest, after their balance mounts to $500 or $1,000. Then they should be advised to buy some good bond or stock that would yield them larger dividends. Now the limit of safety has risen to 8 per cent or higher, and it is probable that perfectly safe securities may be had for a long time that will yield at least as much as 7 per cent.

There is here one field of work for advertising men that is ripe for the harvest. It needs cooperative work. One man cannot well work it. Some association of advertising men may well consider making a study of it and formulating a plan. There is an opportunity in this field, and in others that will occur to live advertising men, which promises great things in the way of assistance to business and to individuals who wish to practice productive thrift but do not know how to go about it.

UP TO THE ADVERTISING MEN

It will occur to almost every thoughtful advertising man that this also is an opportunity to enforce the sound advertising doctrine that times of dull business should be times of intense advertising. That theory is perfectly sound, and is always in the minds and practice of progressive advertising men. It should be pushed to the extreme limit of wisdom at this time, and the faith that it is sound business should not for a moment be slackened. But that theory is well understood, and needs no advocacy at all. Other policies for keeping advertising vital in business despite adverse conditions are perfectly understood and persistently pushed. This idea of getting the banks to make a well planned, cooperative, forceful, and practical effort to get the stagnant money of the country into circulation, for the benefit of the owners and the general business public, has not perhaps been given the earnest consideration its importance seems to warrant.

Pivoting the National Sales Plan on an Effective Direct-Mail Campaign

How the Pittsburg Water Heater Company Is Using "Direct Mail" to Stimulate Dealer Cooperation As Well As Consumer Sales

By WARD GEDNEY

THERE are advertisers who carry on national periodical campaigns. There are advertisers who carry on localized newspaper campaigns. There are advertisers who carry on direct-mail campaigns. There are advertisers who carry on all three types of campaign at different times. There are some advertisers who carry on all three types at once. But there are few enough advertisers who, carrying on all three types at once, see them as three sides of a single campaign and make them interlocking and interdependent. Perhaps that is the answer to why very few direct-mail campaigns are as successful as the one the Pittsburg Water Heater Company is carrying on this year.

WHAT THE PRODUCT IS

The Pittsburg Water Heater Company manufactures copper coil gas water heaters. Its factory and general offices are at Pittsburgh, Pa. It makes and sells a type of small copper coil gas heater which operates so that when you open a faucet anywhere in your home gas is automatically released to its burners and ignited from a tiny perpetually-burning pilot light giving you water heated instantly as it flows. When you close the faucet the water flow stops, the gas flow stops, the heating process stops, and the little pilot light, burning at a few cents expense a month, resumes its guard duty ready to serve you again the next time you open the faucet. Thanks to the company's extensive national advertising the principle and the work of the Pittsburg heater is pretty well understood everywhere.

But national advertising is not relied upon alone to sell the heater, nor is the usual local newspaper advertising encouraged by the stock dealer electro service considered a sufficient adjunct to the national advertising.

Several years ago the company embarked upon a system of direct-mail campaigns. Now, manufacturers embark on direct-mail campaigns for various reasons; some as a last, forlorn hope to put over an unsuccessful product; some for no better reason than that a new advertising manufacturer has weakness for "direct-mail"; some because a competitor is doing it; and some because most advertisers do it as a final touch to the sales scheme. The Pittsburg Water Heater Company did not find any of those reasons sufficient excuse for the expenditure which it was proposed to make in direct-mail selling. It did not even consider that it was making a sufficient demand on "direct-mail" in requiring it to sell more water heaters.



Typical "Reason-Why" Copy Employed to Carry Out the Direct Mail Campaign

It expected the direct-mail campaign laid out to sell more heaters, of course, but it insisted that, in addition to this, it attract dealer and consumer attention to its national advertising, that it result in increased dealer newspaper advertising, that it win the good will of the dealer and that it deliver the final, telling blow to drive home the entire sales plan of the year.

Which is exactly what it is doing.

Perhaps we should say "what they are doing." In one month this summer eighty distinct campaigns were carried on for dealers in all parts of the United States. Each campaign is visualized as an entity and directed from the territorial branch office whence comes the order for it—sent through on a formal order sheet giving proposed mailing dates and accompanied by a list of prospects. Incidentally, care is taken not to circularize more names than the dealer can call upon during the campaign. These campaigns are carried on in the dealer's name.

The first step after the receipt of the order is the cutting of addressograph stencils, which is done in the home office. The mailing pieces used are prepared on a Multi-color machine, which prints in the name of the local gas company or plumber as the head of the letter, the date, the body of the letter and the local manager's fac-simile signature at the bottom. This is all done in one operation. The pieces are then mailed to the dealer and sent out by him, postage paid by the company.

THE MAILING PIECES

There are three mailing pieces to this campaign. The first is a four-page piece, 7x10 inches, the front page of which is a letter to the prospect, addressed by name and residence, calling his attention in a chatty informal way to the advantages which the Pittsburg water heater provides. This is printed to resemble very closely a personally type-written letter. The second page shows two views of the heater, one with only the pilot light burning before the water is turned on and the second with the flames sweeping up around the coils and heating the water as the faucet is opened. Red arrows run from the fire boxes of each heater to panels of print in which the action "before" and "after" is briefly explained. The third page, reproduced in the small cut accompanying this article is frankly advertising copy. The text explains the simplicity and economy of the heater. The back page is blank. A red line page border adds to the attractiveness of the piece.

With this letter is enclosed a booklet, called "The Well Managed Home," which, with pictures and text, tells the story of the service that the Pittsburg can render in the performance of all the little household tasks that demand the provision



Copy Which Explains Results as an Effective Means of Selling the Housewife

of an immediate, adequate supply of hot water. The appeal is chiefly to the mistress of the home, who has most reason to appreciate the convenience the Pittsburg affords, and so care is taken to avoid technical language and to stress the simplicity of the heating process. The housewife is told to "make it a point to see a demonstration of the Pittsburg Water Heater just as it would be in your own home." An inquiry card asking a dealer's representative to call is enclosed with this piece.

TALKING TO THE PROSPECT

The second mailing piece is simply a 7x4 inch folder printed in orange and black on heavy brown antique stock appealing to householder and housewife and featuring in illustration and text the three sales slogans: "It lights itself," "Hot water at the turn of the faucet," and "When the water flows, the gas comes on—no worry, no wait." The inquiry card with this piece, addressed to the local dealer, asks for information as to the proper size heater to supply a certain number of faucets to be used by a certain number of people in the family, as specified by the prospect.

The third mailing piece is another 7x10 inch letter similar to the first, designed to get action now that the prospect has been introduced to the "Pittsburg" and requesting her—the prospect is quite properly visualized as "her"—to call at the dealer's office for a demonstration "today." The inside pages of the letter show the two-page spread reproduced in the large cut with this article explaining "What the 'Pittsburg' Really Means to You." An inclosed reply card requests prices on a heater adequate to provide for the needs of a family, the size of which is specified by the prospect.

These three mailing pieces are sent out—from the local dealer's office, remember—at intervals of seven days. In the fourth week, he holds a demonstration of Pittsburg Water Heaters in his store. Advance notices of the dates of the demonstration have been previously sent to his already interested prospect list on printed cards mailed from the home office of the company at Pittsburgh.

After having read so far you will probably say: "Of course, it's a mighty well-planned campaign, perhaps better than nine out of ten campaigns, but unless it has some unusual supplementary feature, it does not differ greatly, except possibly in the degree of the company's generosity of cooperation, from nine out of ten direct-mail campaigns."

That's just it. There are supplementary features.

"FOLLOW-UP"

In the first place, there is more company cooperation than is represented by the devising, and expressing of mailing pieces and the payment of postage on the same. For example, some time in advance of the demonstration week a Pittsburgh Water Heater Company salesman comes to town with a complete list of the names circularized entered on 3x5 inch cards. These cards are sorted out in districts or territories and given to the local dealer's salesmen. After they have called on the prospects and made a report on the cards, the company's salesmen personally calls on those who look promising. Many sales are thus made immediately. At the same time the dealer's campaign is being strongly backed up by window displays, car cards, booklets, folders, catalogues, moving picture slides, etc. An important feature of this supplementary publicity is the display of national advertising proofs in the dealer's window to tie up the local campaign with the big national campaign which is reaching more than 20,000,000 people a month through the general periodicals.

Another supplementary feature is the extensive use of newspaper advertising to support the campaign. This is the part of the local dealer, and to this extent the manufacturing company insists that he have a monetary interest in the campaign. His cooperation, in addition to the mere mechanical work of seeing that the mailing pieces provided are released on the correct dates, arranging the demonstration in the fourth week of the campaign and following up the sales leads given him, lies in running this local newspaper space, amount not specified or limited, while the campaign is on. Cuts and text matter may be obtained, if he wishes, from the Pittsburg offices. In the one instance where local conditions have "unsold" the dealer on the value of newspaper advertising he is asked to substitute, for this cooperation, payment of postage on the campaign, which amounts to six cents a name.

ADVICE TO THE DEALER

Some admonitions to the dealer ranged under the head of "How to Conduct a Campaign" in the dealer book explaining the campaign and sent out by the Pittsburg Company will prove interesting to readers. In addressing the dealers, H. G. Mentzer, advertising manager of the company, who gets the credit for this big selling idea, writes:

> Do not jump at the conclusion that you will take advantage of this publicity—hunt up an old list of prospects and after the campaign is arranged, sit back and wait for results. They will not come. A campaign should not be started without careful deliberation. . . . The chances of failure should be and can be eliminated by careful preparation.
>
> The most essential feature that enters into the preparation of a campaign is, of course, the list of prospects to be circularized. Great care should be taken to secure names of people who own their homes and are in a position to purchase a Pittsburgh Water Heater. Do not try to compile lists from a telephone book or directory, unless you are absolutely sure

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Fixing Advertising Costs in Advance

Discussion of Methods of Basing Appropriation So That Profits Resulting May Carry the Load Economically

By ERNEST COHN

Secretary of the Homer McKee Co., Indianapolis

SUCCESSFUL business men have methodical minds. It is their custom to chart their expenditures on a percentage basis, arbitrarily governing their business in a way calculated to move the various percentages up or down, so as to make the final percentage which is represented in the profit column yield the greatest cash returns.

It is not a matter for wonder that such men find themselves striving most strenuously for a percentage basis on which to fix their advertising appropriations in advance. As a matter of fact most advertisers are striving for such a basis, but the number who have reached it is far less than the number of those who gliby talk about the "percentage of sales spent in advertising" in their particular business or line of business. It must be borne in mind that it is a much simpler matter to estimate the percentage of gross sales given over to advertising for a given period after that period has terminated, than it is to forecast a similar percentage for a period yet to commence.

FINDING THE ANSWER

It is because so few men take this difference into consideration when attempting to set the size of their own appropriations that they are bewildered by the apparent ease with which others seem to arrive at a basis for forecasting advertising expenditures.

Such men can be pardoned for asking whether, after all, there is such a thing as a percentage basis for forecasting advertising appropriations.

Let us ask the question with them and proceed to try to find the answer.

It is but natural for us to seek our solution in the mass of figures comparatively easy to collect in connection with this subject. While many advertisers are loath to divulge the amount of their total sales, together with the size of their advertising appropriations for a given period, and some even refuse to publish the per cent of gross sales invested in advertising, enough information of this character is available to guide us to a conclusion.

After all, if we can get an idea of what percentage of gross sales others employ for advertising, we may come to some conclusion as to what we ought to spend.

MANY advertisers have the judgment, born of long experience, to enable them to employ just the right amount of advertising. Others overstep, through inexperience and detract from yearly profits to an unnecessary extreme. And still others, more timid or more hopeful of the carrying power of their advertising, devote less than they should with the result that very often their advertising fails to scratch the market's surface.

If this article does not tell you what your appropriation should be, it, nevertheless, does give readers of Advertising & Selling *a general working idea which should be of valuable assistance to that end.* The Editor.

But before we reach that step in our investigation there are certain questions we are forced to answer.

First of all—what is an advertising appropriation? Is it all the money used by the advertising department, or just the cost of the space? In case it is all, just what does that term mean—does it mean the salaries of the mailing clerks and the rent on the space occupied by the advertising department; the depreciation on the furniture and fixtures in that department and a lot of other similar items?

Manifestly, unless all advertisers who give us their figures compute them in the same manner, then at the outset this whole question of percentages becomes a fallacy. For it is easy to see that the 2 per cent of the man who includes the cost of the space may exceed in actual dollars and cents the 5 per cent of the man whose figures include hundreds of thousands of dollars' worth of expensive art, engravings, etc., and costly salaries of high priced advertising directors.

Second—when men speak of the advertising appropriation as being a certain per cent of the gross sales, do they mean they are giving you last year's sales figures and last year's advertising figures? Or are they giving you last year sales figures and this year's advertising figures?

It is, of course, unfair to compare next year's appropriation on a certain percentage of this year's sales, as against the figures of the man who is speaking about the percentage of last year's sales used for last year's advertising.

Yet many men who deal in percentages do not pause to make the distinction noted above.

PROPER ADVERTISING CHARGES

To answer the first question—what does the advertising appropriation include?—let us examine such information as may be available, to determine what is common practice on the part of advertisers.

Of twenty-one technical advertisers concerning whom statistics were available in 1912, there was from 23 per cent to 81 per cent disagreement as to what items comprise an advertising of appropriations. The only thing that all twenty-one agreed upon should be included was the cost of the space.

All who used space in publications agreed that this item was a logical part of the advertising appropriation. Yet there was from 23 per cent to 81 per cent disagreement concerning the very items which furnish the bulk of the appropriations of such important concerns as the Ford Motor Company, for instance, who do not use space advertising.

The figures for 57 national advertisers, selling toilet goods, clothing, machinery, raw products, jewelry and a wide list of equally divergent products, whose figures for the year 1916 are available, are so similar to those of the year 1912 group that it is apparent there was little if any more agreement on the subject at that later date.

And so far as it is possible to sound advertising managers and cost accounts to-day, there is still a similar disagreement.

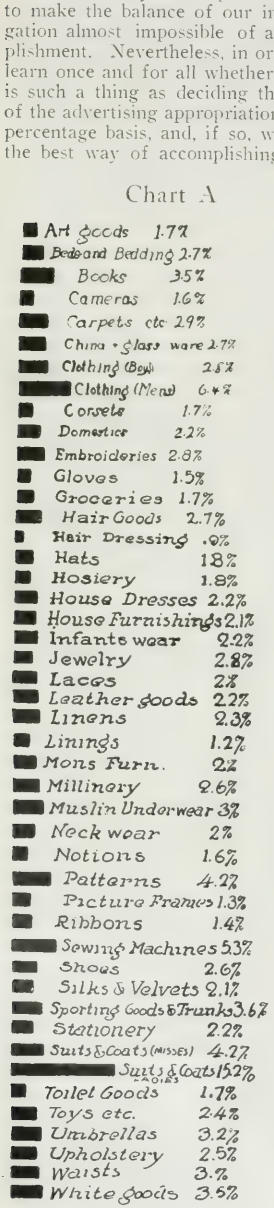
One concern with which the writer is very familiar divides accounts which some charge up to advertising among a multiplicity of departments. By its present methods the percentage of the advertising to gross sales shows up as a comparatively small figure. Yet should items which it now charges to sampling and various phases of promotion, which in some analogous cases are charged to ad-

vertising, be credited to that department, the percentage of the advertising to gross sales would almost be doubled.

Therefore, when two advertisers say they are spending a given percentage of their gross sales for advertising, there is no way of knowing whether their figures cover the same items or not.

This discovery on our part is going to make the balance of our investigation almost impossible of accomplishment. Nevertheless, in order to learn once and for all whether there is such a thing as deciding the size of the advertising appropriation on a percentage basis, and, if so, what is the best way of accomplishing that purpose, let us assume that when John Smith, in the underwear business, talks about his advertising appropriation, he means the same thing that Will Jones has in mind, when he talks about what he paid to advertise his motor cars.

Chart A



MUST COMPARE CORRECTLY

Our second preliminary question was to attempt to discover whether men who talk about "percentage of advertising expenditure to gross sales" are always comparing the same kind of figures. Information on this subject is likewise available. We learn from investigation that some advertisers who talk in percentages base next year's appropriation on this year's sales figures—while others base it on next year's expected figures. That this situation really exists is shown by the disagreement on the part of a group of advertisers as to what factors to consider in forecasting the size of the coming year's appropriation. This data is for the year 1912 and covers the group of technical advertisers previously mentioned.

On this subject George Frank Lord, advertising manager of the Dupont Powder Company, said in the year 1915: "A majority of advertisers probably use last year's sales as a basis of calculation because they are known. But since this year's advertising never affects past business, but only current and future sales, such a basis is illogical. A lean year would allow but a lean appropriation for what is very likely to be a big year, or vice versa. Hence if a fairly accurate estimate of the new year's sales can be made, that should be the basis of calculation."

On this same subject, D. C. D'Arcy, ex-president of the A. A. C. of W., said in 1915:

"As regards the matter of fixing appropriations I entertain the opinion that it will never be possible to establish a rule of thumb that will enable any manufacturer, or any advertiser, to state beforehand and with definite assurance that he is correct in his premises that a certain percentage of his sales will represent his advertising appropriation."

During the same year G. C. Sherman, president of Sherman & Bryan, Inc., said:

"One reason why so many businesses are inefficiently advertised today is because manufacturers and advertising men too often base their advertising appropriations upon past performances, instead upon faith in their product and faith in the future. Experience teaches me that advertising appropriations which yield the best results are those that are based each year upon the anticipated sales of the next year — never on past sales."

Taking such expressions as these into consideration in contradistinction to the number of people who insist on basing advertising appropriations on the size of the last year's sales, and remembering that the percentage figures one hears and sees quoted sometimes come from one source and sometimes from another, it is evident that there is really no way of knowing just what a man is comparing when he puts advertising costs on a "per cent" basis. Here, too, we have the possibility of one man's 10 per cent being smaller than another man's 5 per cent.

Comparing "per cents" under the circumstances noted above is like trying to compare an elephant with a

Chart B

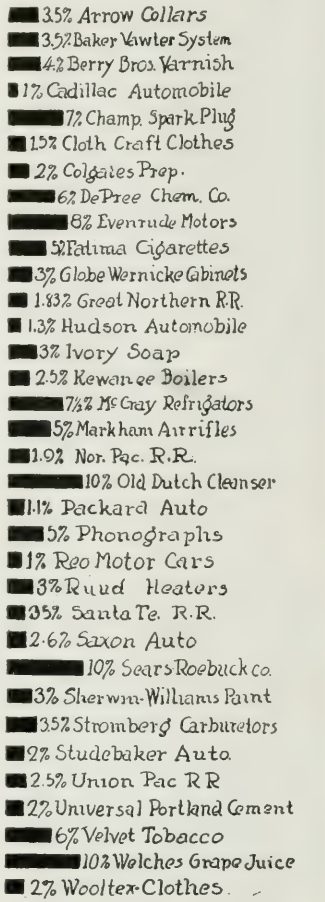
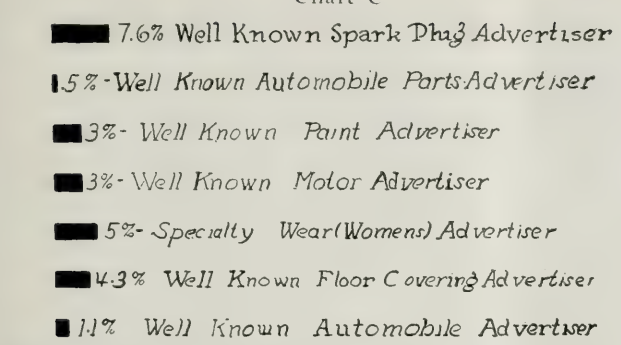


Chart C



humming bird. It simply can't be done.

WHEN CIRCUMSTANCES HELP OUT

But, of course, there are circumstances when it is possible to secure comparative figures that are compiled under the same conditions, and it is by considering such figures that the advertiser must hope to find his solution to the question, "Is there such a thing as a percentage basis for fixing the advertising appropriation in advance? Can I tell, by a study of what others have done, what procedure to employ in my own case?"

The charts which follow are—so far as it is possible to determine—all based on figures compiled in the same manner, by comparing the advertising costs of a given period with the gross sales for that same period. They are, therefore, considerations of results after the expenditure has been made, rather than forecasts as to what to spend to achieve those results.

Let us compare those charts, covering different lines and conditions of business, as well as different years, and see if we can discover anything like a proper figure to recommend to a new advertiser as the correct basis from which to work.

Naturally, if we are to find a fixed figure as the proper one to recommend to all advertisers, or let us say, to all advertisers in a given line, one would expect the percentage of figures of the various departments of a given concern to hold an even tenor. Yet Chart A, which covers the percentage of advertising to gross sales of the 46 departments of a well-known Pacific Coast department store, shows fluctuations of from nine-tenths per cent to 15 2-10 per cent. If a store handling the advertising for all its products, those products all selling under the same roof and to the same public, cannot control its percentage figures more closely than this, is it not foolish to expect manufacturers, even in given lines, operating in widely separated markets, and under widely differing conditions, to find the one fraction of the gross sales of the year which, when invested in advertising, will yield the best results?

That the conditions within this one store in the years 1914-1915 closely parallel conditions in widely divergent manufacturing businesses is shown by Chart B, which portrays the differences between the percentages of gross sales devoted to advertising by 34 national advertisers just a few years later.

Similar variations are found in the three-year averages of 50 manufacturers in various lines for the years 1914, 1915 and 1916.

To bring the investigation down to date, Chart C has been compiled, covering information just received from a limited number of national advertisers who have recently been consulted on this subject. Even here on lines that are practically staple, we find a range of from one-half of a per cent to 7.6 per cent. In other words, one of these manufacturers is spending, on a percentage basis, over fourteen times as much as another.

SOME EARLIER RESEARCH

And as if to further emphasize the apparent hopelessness of our search, the 1912 advertising averages for the railroads of the country show that even with as conservative concerns as the railroads, one spends six times as great a percentage of its income in advertising as does another.

One thing that is always disclosed by investigation, is the fact that percentages change very rapidly with a new concern. Surely this fact points its own moral, that no matter what old established advertisers may do, there is no charted ground for the new advertiser. He must break his own way. It is as impossible to tell him what he must spend to gain his markets as it is to prophesy how much money must be spent to keep a new-born baby healthy during the vicissitudes of its life—or any human being at any period of its life.

At the end of our investigation, are we not agreed that no matter how much comfort any one of us may get out of our present method of "per centing" our appropriation, there is little or nothing in the averages of others which we can use to chart our own course?

And since this question of per cents is most frequently raised by new advertisers, is it not the part of wisdom to tell them to forget all about per cents and look for results?

As for the old advertiser, he has, we find, learned that a per cent is merely a signal, not a command. When he wants to add a large increase to his next year's volume, even the wise old manufacturer who has played safe by appropriating a fixed percentage of last year's gross, throws precedent overboard and uses enough money, irrespective of per cents, to achieve the desired result.

As one man who has grown gray in the advertising profession puts it, "the size of the appropriation should always depend upon the result to be achieved, modified by the resistance to be overcome and measured by the size of the bank-account."

After all, is there such a thing as a percentage basis for fixing the advertising appropriation in advance? And can that appropriation be gauged by men who, as indicated in charts A and B, have never come to an agreement as to what items rightfully constitute an advertising appropriation?

Schulte Stores Expanding Rapidly

An interesting statement from the Schulte Cigar Stores has just been issued. It states that the Schulte stores which were in operation through July, of 1919, show an increase in business during July of this year, of 31 per cent; while the total sales of all the old and new stores combined show an increase of 90 per cent over 1919. Before the end of the year the Schulte chain will probably reach 200 stores—some fifty new locations are to be announced shortly.

Reader Interest in "A. & S."

Liberty Motor Car Company
Detroit, Aug. 11, 1920.

Editor Advertising & Selling:

You may be interested to know that the story which you ran in Advertising & Selling concerning the new Liberty house organ has brought in a number of inquiries concerning same. Each inquiry mentioned having seen the story in your publication, a fact which I believe speaks mighty well for the reader interest in your publication.

Sincerely,
Verne E. Burnett,
Advertising Department.

Rowe Stewart, New A. A. C. of W. President

Successor to Charles A. Otis Has Had Broad Advertising Experience and Has Accomplished Much for the Associated Advertising Clubs

Rowe Stewart, advertising manager of the Philadelphia *Record*, becomes president of the Associated Advertising Clubs of the World in succession to Charles A. Otis and the presidential gavel has traveled from Cleveland to the Quaker City. It was sent on its way at a special meeting of the executive committee of the A. A. C. of W. held at Cleveland August 12 when the resignation of the president elected at the Indianapolis was reluctantly accepted and the vice-president of the Second District was elevated to the position for which his long services to the advertisers of America had made him the logical candidate.

FIRST NEWSPAPER PRESIDENT

Rowe Stewart is the first newspaper man to qualify for the title he now holds. If we go back to the time of Samuel C. Dobbs, who was elected president of the A. A. C. of W. in 1909, we find that the decade has placed at the head of the big organization the president of a manufacturing company, Mr. Dobbs; a manufacturer's advertising manager, George W. Coleman, advertising manager for W. H. McElwaine, shoe manufacturer of Boston; two magazine publishers, William Woodhead, at the time of his election publisher of *Sunset* Magazine and Herbert S. Houston, vice-president of Doubleday, Page & Company; an advertising agent, William C. D'Arcy of St. Louis; a farm paper publisher, Edwin T. Meredith, of *Successful Farming* and President Wilson's Cabinet; and a reference advertiser, Reuben H. Donnelly, of "Red Book" fame. This brings us to the 1920 election which put a financial advertiser, Charles A. Otis, in the presidential chair until Mr. Otis found that the pressure of business would make it impossible to serve and handed in the resignation which has just been acted upon.



ROWE STEWART

We make, but do not accept full responsibility for, the statement that Mr. Stewart is the first president of the A. A. C. of W. who started his career as an office boy. At fifteen years of age he held that exalted position on the staff of the *Record*. From it he was graduated to advertising work which later led him to the classified advertising managership of the Philadelphia *North American*. Then he went with the New York *Globe* until 1907 when he became advertising manager of the Washington *Herald*.

DIRECTED SUCCESSFUL PHILADELPHIA CONVENTION

After that he strayed for a time from the newspaper fold and broadened his advertising experience by becoming a member of the advertising agency of Tracy, Parry & Stewart of Philadelphia, now the Tracy-Parry Company. But the fates having ordained that he was to come to the presidency of the A. A. C. of W. as its first newspaper head, he was asked in 1914 to return to the Philadelphia *Record* where, amid the roar of the presses to which he once carried copy, he now sits behind the desk upon which the advertising contracts are piled and directs the destinies of the *Record's* "paid space."

Rowe Stewart has not become president of the A. A. C. of W. simply because the world's advertising clubs "hankered" to place a newspaper man at their head but because of the long record of

(*Continued on page 22*)

For many years advertisers and advertising agents have been urging the adoption of the Flat Rate by all newspapers.

In many cases local conditions have made it impossible for newspapers to make the adjustment without disrupting their business.

For instance, in New York, where under old conditions the lowest rate for the standing card and later for largest volume was extended, adoption of the flat rate has been difficult.

The New York Globe

On August 1, 1920, went to the Flat Rate basis, establishing 40 cents a line with 10 per cent. discount for full evening copy, with 17 per cent. agent's commission, and 2 per cent. cash discount.

In effect, this produced a slight increase to customers who in the past have enjoyed liberal discounts for volume of space and decided modifications in rate to the great mass of users of smaller space.

In the present print paper shortage The Globe decided that now was the time to risk temporary loss in establishing its business on a sounder basis.

Old Rate
A 2,500 LINE CONTRACT
49c A Line

New Rate
REGARDLESS OF SPACE
But with full copy
30c A Line

Member A. B. C.

The New York Globe
JASON ROGERS, Publisher

170,000 A Day

The American Automobile Abroad

Cooperation of Manufacturers Through National Automobile Chamber of Commerce to Assure Permanent Markets for the American Product

An Interview with

J. WALTER DRAKE

President, Hupp Automobile Co.; Director, National Automobile Chamber of Commerce; Member, National Foreign Trade Council

By JOHN L. BINDA

Statistician, National Foreign Trade Council

PROBABLY no more sudden change ever will occur in the fundamental habits of the human race than in the acceptance of the automobile as a means of transportation. In a fraction of the time that it took the railroad and steamboat to displace the stage and sailing vessel, the motor vehicle came into its own as a family necessity. Today, the small farmer who raises the money to buy a car for purposes of utility or pleasure is not looked upon by the neighbors as a subject for guardianship. It is not difficult to realize that the automobile is a necessity of life in our own country where there will soon be ten million in use; but few have the knowledge of foreign countries or the vision of their possibilities to realize that only the production of motor vehicles and the building of roads for this use limit the sale in enormous quantities in foreign markets.

The part taken by motor transportation in the great war demonstrated immediately and completely that the motor truck and passenger car occupy first place as the most adaptable and quickly obtainable motor equipment. The result has been that no requirement in reconstruction of the war-torn countries is more insistent than the demand for automotive equipment. To satisfy this demand as it exists today and as it continues to grow in the process of rehabilitation is the problem of the American automobile manufacturers. A recent authoritative report of an investigation of the conditions in Europe, states that it will be many years before European manufacturers will be able to supply their markets.

It is not likely that the large extensions of many of their plants for war purposes, and the steps taken in some cases to introduce American methods of large scale production, will succeed in preventing the American manufacturers from obtaining the greater part of the European business.

The National Automobile Chamber of Commerce is now endeavoring to have removed one obstacle to extending the import of American cars by Europe, by the proposal that the present import duty into the United States be reduced to 30 per cent upon cars of all values. The duty as it now stands is 45 per cent on cars having an import valuation of $2,000 and over, and 30 per cent on those under that valuation. The construction placed upon this tariff law by European countries has been to consider our import duty as the higher rate and to impose correspondingly high rates upon imports into their countries. Production by the United States to the lower rate is expected to induce a material lowering of European import duties.

THE PSYCHOLOGICAL MOMENT

In connection with the presentation of this request to the tariff authorities, an unusual and significant example of the trade industrial cooperation may be referred to here. In spite of the fact that a considerable number of the members of the National Chamber of Commerce manufacture cars whose sale might be affected in the United States by the reduction of the import duty from 45 per cent to 30 per cent on automobiles valued at $2,000, or over, the entire membership of 123 companies was unanimous in urging the reduction of our import duty, on the broad grounds of general benefit to the industry. In urging this reduction of duty, it is the belief of our manufacturers that this is the time to strengthen the already favorable position of American motor vehicles in foreign markets. The disorganization of transport facilities in the belligerent countries of Europe and the subsequent increased demand for our product, due to the inability of European manufacturers to produce, make it possible for American manufacturers to complete their domination of these markets begun before the war. The extremely adverse rates of exchange, together with European tariffs, almost prohibitive in many instances, resulted in retail prices in most cases twice those in the United States. To remove the excessive tariff barrier will greatly stimulate the purchase of American cars at this time when the purchasing power of European money is so impaired.

The future of American automobile manufacturers is a question of frequent discussion, in view of this already huge production before the war and of the extension of capacity since. Our manufacturers are not unaware of the necessity of providing for the absorption of their product against the time when the domestic market will not take it all. There are nearly eight million automobiles in use in the United States or almost 90 per cent of the number in the entire world. This is substantially one to every 13 persons in our country. Our manufacturers are now producing at the rate of two million a year—but this does not mean, however, that the domestic market will reach the so-called point of saturation in a few years or, indeed, in many years.

But with these figures before them, the American manufacturers are preparing for the great foreign business of the future which will furnish an outlet for their product and become a great stabilizing factor in their business. Climatic conditions in the United States are responsible for the slack period in automobile sales which occurs during the winter months. Into this, the foreign demand fits in such a manner as to enable many of the manufacturers, especially those producing the lower priced cars, to operate their plants at a profitable rate through the winter months. December, January, and February are the months when orders are lowest in the States in which snow and wet weather render the roads

(*Continued on Page 36*)

Collier's
THE NATIONAL WEEKLY
5¢ a copy



Iver Johnson and Collier's

Iver Johnson Arms and Cycle Works is using Collier's as the backbone of its national advertising campaign.

Watch Collier's

How Much of Your Publicity is "News"?

Some Inside Information Concerning the Methods of Wm. H. Walsh, Advertising Manager of the Salada Tea Company

By CHALMERS L. PANCOAST

I WAS so much interested in the article, "Cooperating With the Advertising Manager," by William H. Walsh, Advertising Manager of the Salada Tea Company, which appeared in the June 5 issue of Advertising & Selling, that I made it my special business to call on Mr. Walsh on a recent visit to Boston. I found him at his office in the Salada Tea Building immersed in a mass of correspondence, advertising material and press matter generally. He looked up smiling, and greeted me most cordially on my entrance. But first of all, I must say that he is a thorough newspaper man, with the true intuitions of the craft and possesses that happy faculty of psychology, of sizing up men, which long experience in the newspaper field makes natural.

If you never have been in the Salada Tea building in Boston it would prove a veritable revelation, for nowhere, I venture to say, in this country is there a commercial building fitted and furnished so luxuriously as this with such a blending of the home life with the commercial life, and all in such perfect harmony. Oriental rugs, rare tapestries, teakwood and mahogany furniture and statuary of various sizes and forms attract the eye on all sides.

So much for the introduction.

After talking with Mr. Walsh and reading page after page of his publicity scrap book, I am inclined to believe that he is right in his statements about newspaper publicity methods as stated in Advertising & Selling. His accumulation of scrap books containing news items concerning activities of the Salada Tea Company, which he showed me, proved beyond question that many newspapers are run strictly by advertising managers and not by city editors, as we often suppose they are. This is his contention.

Mr. Walsh's Exhibits

He is getting publicity—worlds of publicity—in hundreds of newspapers simply because advertising managers and solicitors say to the city editors, or the news editors, or the society editors, "run this because it will help us to keep the Salada business," and it is run.

Now the news paragraph or item in question is certainly good news. There is no question about this, as Mr. Walsh is a newspaper man. He served his appreticeship as printers' devil, went from there to the counting room, from the counting room to the reporters' rooms and thence up the various rounds of the ladder to the position of managing editor on both Boston and New York papers. He knows how to write and prepare news matter. The point he makes is that the city editor should publish the item if it is good news, but he contends that it gets into the paper because the advertising manager says "run it."

Recollect that Mr. Walsh goes with his item to the advertising manager because it would reach him finally in any event, and, furthermore, he does not care to go over his head, although he knows that, as news, it belongs to the city editor.

The truth is, judging from the appearance of the Salada publicity scrap book, some advertising managers of newspapers have more to say as to what goes into the paper than the editors.

I asked Mr. Walsh if his success in getting publicity has proven to him that if you want publicity you must go direct to the advertising manager instead of by the usual channel of news. His answer was "decidedly yes, because if news items concerning the activities of the Salada Tea Company were sent direct to the city editor he would undoubtedly say to himself 'this bears the taint of advertising and if we publish it as news it will be giving so much free advertising to the Salada Tea Company. Nothing doing.' The advertising curse is put upon it and it doesn't get over.

"Of course it would be otherwise if some crack-brained professor or freak were to come out with a statement that Salada tea is made of colored shavings, when we might expect a lot of newspapers to give us front page preferred position.

"It is the exception, rather than the rule, where a newspaper will print good news about an advertiser. If it is sensational or rips the tar out of a product it goes over and I find that is true not only of the tea business but all business in general; particularly so, it seems to me, where it is a case of a commercial house or factory which spends annually several hundred thousand dollars in newspaper advertising."

Mr. Walsh was particular not to include all newspapers in this class as being run by advertising managers, but had in mind such newspapers as have given him free publicity purely on the business basis, and others which refuse it, not on the ground that it is not news, but because he sent it as advertising and publicity manager of the Salada Tea Company.

It Either Is or It Isn't

Now, the system or practice of publishing a manufacturer's publicity in order to get his business is all wrong. My contention is that it is either news or it is not. If it is good news, either local or commercial, it ought to go in irrespective of whether the firm is an advertiser or not. There is the whole matter in a nut shell.

Mr. Walsh gets a world of publicity for the Salada Tea Company not only in Boston and New England but from all over the country. Newspapers in Los Angeles, Terre Haute, Pittsburgh, Albany and other cities respond just as readily as Boston papers where the publicity stunts of Mr. Walsh get the regular columns. He gets publicity because he makes good news which he gets in through the advertising man generally, though sometimes in his home town, where he is known to every city editor and news editor, night and day editor

Publicity Plus

SOME time ago Advertising & Selling *published an article by William H. Walsh, in which the advertising manager of the Salada Tea Company complains that the only way he could win space in newspapers was by gaining the good graces of the advertising manager.*

This article is a reply to Mr. Walsh which will interest every national advertiser.

THE EDITOR.

Fort Worth Star-Telegram

LARGEST CIRCULATION IN TEXAS

Over 75,000 Daily—Over 90,000 Sunday

A Billion Dollar Territory



Star-Telegram circulation is 95% concentrated in a definite territory embracing all the New Texas Oil Fields outlined in square on this map. It reaches this territory first and covers it more thoroughly than it is covered by any other two mediums combined.

The One Medium That
Absolutely Dominates
A Billion Dollar Territory
with

Greatest per capita wealth—

Greatest percentage white population—

Greatest building activity—

More Registered Motor Cars—

Greatest agricultural production—

Greatest live stock production—

Greatest oil production—

Greatest growth in bank deposits of any section of the great Southwest.

FORT WORTH TERRITORY PRESENTS A REAL OPPORTUNITY FOR A TRY-OUT CAMPAIGN.

GET IN TOUCH WITH OUR MERCHANDISING SERVICE DEPARTMENT FOR ANY DETAILED INFORMATION YOU MAY DESIRE.

FORT WORTH STAR-TELEGRAM

A. G. CARTER
Vice Pres. and Gen. Mgr.

Charter Member A.B.C.

Fort Worth, Texas

A. L. SHUMAN
Advertising Manager

as well, he gets it through the regular channels.

If he were running a movie business, an automobile factory or a publishing plant, it would not be difficult, because peculiar though it is, free publicity seems to go with these lines of endeavor as a matter of course.

Here are some of his best publicity stunts. Recently a story was sent out about serving tea at the White House. Salada tea was mentioned in the last paragraph. It was published in the newspapers throughout the country. An expert newspaper man, though he might discern the subtle hand of the press agent in the dispatch, would find it exceedingly difficult to trace the origin. He would wonder how it came from Washington because the absolute facts went to prove that it was a real dispatch, and moreover that it was not fake news, for Salada tea was actually drunk at the White House, as stated in the news item. Now this was not put over by the regular news editor, but was first published in the Boston *Evening Record*, coming from Washington as a news dispatch. Mr. Walsh had it clipped and sent out to the advertising departments of the papers.

SOME PUBLICITY STUNTS

A short time ago the Brighthelmstone Club, of Brighton, a prominent club of society women, visited the Salada tea building to study the processes of the tea business. They were taken through the plant and entertained charmingly. Photographs were made of the club members and the newspapers were generous in giving the event space, primarily because of the prominence of the Brighthlemstone Club and, incidentally, the name of Salada was not buried either.

I will say that Mr. Walsh is a clever publicity man. He gets his stuff over no matter how much editors howl against free publicity, and his contention is that the newspapers are simply doing him justice if they publish news as news without discrimination.

The story of the enlargement of the Salada Tea Building in Boston was sent broadcast recently—to advertising managers. Pages of publicity in the scrap book prove that Mr. Walsh had the correct idea.

A Pennsylvania newspaper printed a half page with pictures under the caption of "The House Behind the Trade Mark." An Indiana newspaper ran a two column story on "Salada Tea's Romance in American Business."

Out of all these reams of matter of which I am writing, my contention is that if publicity is good enough to print it ought to have the official sanction of the editorial department rather than that of the advertising department and should get in as real news or not at all. The point is that an outsider, such as a newspaper and magazine writer, could step into the Salada offices and plant and write a good, stirring news story that would be full of heart interest. If it were sent to the editorial department in the regular way the chances are it would pass muster and be paid for. But, if Mr. Walsh, as an advertising manager, were to send the same story out, the fact that he has charge of the advertising kills his chances of getting it published.

JUSTIFYING HIS ATTITUDE

My informal talk with him convinced me that he was not trying to get free publicity or merely trying to get something into a paper. He believes that every advertiser should be treated with absolute fairness and that when real news comes out of his business it should be considered as news regardless of whether the commercial house is an advertiser or not.

The fact that the Salada Tea Company is an exclusive, persistent newspaper advertiser, deprives it of a great deal of publicity to which it is entitled, simply because the editorial department is afraid of giving free publicity to an advertiser. And yet, every day editors publish news about concerns that are not advertising or never will advertise.

As I have said, of course there are notable exceptions to this rule. Mr. Walsh cited the Los Angeles *Examiner*, the Albany *Press*, and the Springfield *Union*, the Terre Haute *Tribune*, Pittsburgh *Leader* and one or two other papers as exceptions.

Whenever he sends a real interesting item on the tea industry or tea drinking, he hasn't a chance of getting it in through the editorial end, unless he conceals the fact that it comes from the Salada Tea Company, or unless the advertising manager of the particular newspaper says to run it because it will please the Salada Tea Company, rather than because it is good news.

Dozens of other articles appear in the form of clippings in the Salada scrap book and show that Mr. Walsh knows where to go to get these publicity notices. Now, as I turned the pages of the bulky scrap books of newspaper clippings, it seemed to me that the Salada tea plant was a rather newsy place and that news had been created there, not for the purpose of mere publicity, but for winning the good will and appreciation of the public.

A MODERN TEA PARTY

I have mentioned a woman's club being entertained and instructed in the tea business. Well, the Essex County Press Club held its last regular meeting at the Salada Tea Company's offices, which, as I have said, are more like an art gallery than a business office. Addresses were made by prominent men, including the Mayor of Boston, chairman of the Board of Aldermen, and other public officials, and the entertainment by the Salada Tea Company was of a nature to make a lasting impression. Of course all the Boston papers had a news article of the event and some of them published photographs. But the fact that it was held in the Salada Tea Company's new building caused the advertising stamp of disapproval to be placed on it by nearly all the out of town editors. It was used simply as the result of the influence of the advertising department.

Recently the members of the "Mary" theatrical company were the guests of the Salada Tea Company. A photograph of the leading man and woman, Charles Judel and Janet Vilie, was taken as they drank tea at the feet of the Chinese Goddess. This, of course, was the source of much publicity.

This photograph was reproduced and published in connection with the following story which appeared in some papers:

"BOSTON TEA PARTY OF THE YEAR 1920"

Member of the "Mary" company were guests of the Salada Tea Company recently; while, at the feet of a Chinese goddess Janet Vilie and Charles Judel had a party all their own.

Between 50 and 60 members of the "Mary" company, now playing at the Tremont Theatre, had a wonderful time at a party given to the members of the company at the Salada Tea Company's offices. The "Mary" members were shown over the tea company's plant and then served with a dainty luncheon, the feature of which was a cup of choice Salada. Packages of tea were given to each guest.

The affair was arranged by Oliver Jones, treasurer of the Actors' Fund, who is in Boston in connection with the annual benefit soon to be given at the Colonial Theatre."



COOL!

THIS year Palm Beach street car advertising appeared in the cities and towns of several states. Next year it will be in the street cars of the United States from coast to coast. Every Palm Beach card will instantly flash the Palm Beach message "COOL!" in picture or text or both. The color facilities of the car card provide a natural opportunity to reproduce exactly the striking variety of light and dark shades in which Palm Beach cloth is now made. It will be interesting to watch the Palm Beach campaign next year. The cards reproduced here were prepared by the Street Railways Advertising Company.



CUTS BY NEW CENTURY COLOR PLATE CO., N. Y.

GEOGRAPHERS or SALESMEN—
Which Fix Your Trading Radius?

Get out your standard world map. Note the thin, red line twisting and bending around the area designated as the United States of America.

Geographers put it there

Now scan your Trade Map and count the radiating lines of red and black dots that dart here and there from every considerable coastal point.

Salesmen put them there

Which interest you most—the wriggly lines with which Geographers seek to confine you to a given boundary or the straight-away steamship tracks by which Salesmen seek to guide you to FOREIGN TRADE?

America's most successful manufacturers, writing for the Foreign Trade Extension Department of

ADVERTISING & SELLING

The National Weekly of Modern Merchandising

Will tell you how to travel the dotted lines with your products, Easily, Successfully and Profitably.

Turn to the Five Big Export Articles in this issue of Advertising & Selling. Read the Views, Experiences and Suggestions of

W. D. SIMMONS,
President of the American Hardware Co.

J. WALTER DRAKE,
President of the Hupp Automobile Co.

CLAYTON SEDGWICK COOPER,
Trader, Traveller and Author

CYRIL H. TRIBE,
Director of the Foreign Trade Extension Department of Advertising & Selling

L. C. WILSEY,
Superintendent General Motors Export Co. Training School

These articles are typical of the many appearing regularly in Advertising & Selling.

Advertising & Selling is not an Export publication, but an American publication devoted to better marketing and its articles are read with interest by Successful American Advertisers, who find much in it to help Increase their Profits.

Your Export Advertisements in Advertising & Selling
Will Reach This Interested Audience.

ADVERTISING & SELLING

The National Weekly of Modern Merchandising

471 FOURTH AVENUE, NEW YORK, N. Y.

EXPORT ADVERTISING and SELLING

A Department of Foreign Trade Extension Service
Under the Direction of
CYRIL H. TRIBE

America's Foreign Trade---Past, Present and Future

The World's Markets Are Wide Open to Manufacturers of the United States Who Will Grasp the Opportunities Now Offered to Them

NOT many years ago the entrance of an American manufacturer into foreign trade was regarded as a wide departure from accepted custom and his progress to success was half-heartedly watched by his associates and competitors. Relatively few business men knew of the attractive profits to be obtained through the sale of American products abroad. Home markets were booming and domestic territories were still to be developed. Foreign selling called for special shipping and financing; the use of strange telegraph and cable systems; intricate documentation and a mass of new details considered too involved and mysterious to warrant the burden of time and expense they demanded.

Ten years ago American goods were conspicuous by their absence in foreign lands. Such efforts as were made then were promptly attacked by the commercial propaganda of competing countries. The impression was thereby created that American manufactured goods were inferior in quality. As a nation we faced tremendous handicaps in the development of foreign markets. Every possible obstacle was set up before the pioneer over-seas trader. His lack of experience contrasted painfully with the highly perfected knowledge of the English, German, French and Spanish merchants, who, centuries before, had embarked upon world trade.

DISREGARDED "REPEAT" BUSINESS

American business principles never countenanced long term credits so the German, Frenchman or Englishman bought from the American, paid cash, f. o. b. factory, as demanded, assumed details of packing, insurance and shipping, extended the credit the buyer was accustomed to receive and incidentally cleared a handsome profit. The American could not be convinced that he should have received that extra profit. He reasoned that he could be satisfied with having made a sale and that resale was the legitimate right of the other fellow. Apparently, he did not consider the certainty that the foreign customer would continue to buy from him only so long as there was not a manufacturer of his own nationality, who would, or could, produce an article "just as good." Nor did he seem to realize that the consumer would rather buy from a factory in his own land and from his native salesman. Bear in mind that the original demand for countless articles now being manufactured and sold abroad was the creation of American manufacturers.

Our Foreign Trade Service

THE great need for concise and accurate Foreign Trade information prompts the putting of the Export Department of ADVERTISING & SELLING *into this form, which co-ordinates the work carried on by this publication in the Export selling field for many months.*

This is not a new departure for ADVERTISING & SELLING, *by any means, but an enlargement of the work we have been doing.*

The appointment of Cyril H. Tribe as Director of the Foreign Trade Extension Department of ADVERTISING & SELLING *will forward attainment of an aim we long have had, that of making* ADVERTISING & SELLING *the headquarters in the United States for information bearing upon export advertising and selling problems.*

This Department will be operated regularly as a permanent service and to its making will be given the best thought, not only of our own staff experts, but of the leading American manufacturers whose success in foreign trading fields assures the reliability of the information they will impart.

THE EDITOR.

This thought calls up a direct criticism of methods formerly employed by Americans in foreign fields. Not so long ago it was customary for the American manufacturer to appoint, as his foreign agents, nationals of competing countries. This was particularly true of the Orient and South America. Germans were largely in the lead in this class of representatives. Of course, necessity dictated this program through the scarcity of native Americans whose early training had included foreign languages. And, again, there were so many whose inclinations were for American residence as against existence in some out-of-the-way land.

OVERCOMING "LEAKAGE"

Fortunately, this policy is being changed and to-day a number of our larger institutions are conducting Foreign Trade Schools in which they are schooling young men for service abroad. These men will be 100 per cent Americans and there will be little danger of losing created markets through the turn-over of accounts and good will to a competitor national. The acceptance of this reform as one of the cardinal requirements in Foreign Trade extension is a long step in the right direction.

Looking into the future from a viewpoint of 1910 the prospect for American trade expansion abroad was far from encouraging. The swift upheaval of 1914 marked the turning point in our foreign trade career. With the declaration of war between Germany, England, France, Belgium and the entry of other countries, many of them ranking at the top of the industrial scale, the manufacture of peace-time commodities came to an abrupt stop. War munitions took the place of usual commercial production. Reserve stocks soon weakened and

finally gave out entirely. A strong import demand grew in those warring countries and America stood alone as capable of satisfying their requirements. Commission and personal buyers flocked to this country with enormous orders to place. They came prepared to pay any price asked, and even a bonus.

The effect upon our domestic market is only too well known. Unheard of profits were piled up. The foreign purchasing agent looked after all the details of packing and shipment, assumed all the risk and, furthermore, he paid in cash. American products flowed into markets of the world where previously they were practically unknown. The old cry of "inferiority" was muzzled. American manufactures were accepted as being far in advance of anything the buyers ever before had encountered.

It would be quite impossible to attempt to estimate in dollars and cents the value in world advertising that America and her industries received through the revolution of economics brought about by the world war. Had we been obliged to continue under the old order of things, the time required for development to the point arrived at in 1918 would be difficult to estimate. Tens of thousands of tons of American products went out from our ports through the media of the American Red Cross, Y. M. C. A., Salvation Army and a score of other relief organizations. Additional tons were distributed through the activity of the War and Navy departments. American export houses were responsible for other vast shipments in answer to calls from their branches and agencies. Direct buying added to the grand total.

Keeping Up With The Times

A FACT A WEEK

Washington merchants find they can cover this city daily with the two evening newspapers, but that they cannot cover the local field with any other combination. Consequently most Washington advertisers use the great bulk of their daily advertising in the two evening newspapers.

The Washington Times
A 3c Newspaper
WASHINGTON, D. C.

Now is the time to develop

Here arises a second indictment of the vision of the average American manufacturer. When enormous profits were being scored he failed to realize the value of following up the boost his products were given in the world. Usually, he refused to see the advantage of inquiring into the destination of material he knew had been bought for export. This would have been a simple matter. Any of the agencies mentioned would have given out this information gladly. At once he should have trained men to go out into the markets that already had been opened up for him—and at not a cent's cost to himself.

Credit must be given to those who did see this great opportunity. A certain few manufacturers personally went abroad immediately following the signing of the Armistice. They were prepared to open branches, appoint agents and commence negotiations. They built for the permanent sale of their manufactures in those new fields. The expense they incurred was trifling compared with the returns they already have received.

When the wartime buying fever abated they were, and still are, strongly entrenched and properly organized to carry on a highly successful selling offensive. Each branch thus established becomes the base of further extension into adjacent territories to be won in the future. It is not too late for manufacturers to follow through the goods they know were sold abroad. This plan offers the finest kind of opening into foreign selling. It is true that the big opportunity has passed; that what might be termed the "bonus day" is gone, but markets are still open; the advertising has been done. This is the idea to be thought over carefully and "acted upon." The premium to be paid for foreign trade success is low now, as compared with what it will be in future years. This is true of life insurance that is cheap to secure in the earlier years of a man's life and far more costly when he has put off consideration of death until he sees the scythe over the next hill.

Insuring future commerce

Foreign trade is, in the same comparison, life insurance to American industry. The premium must be paid if the benefit is to be collected.

Years ago leaders of American business foresaw the necessity of preparing for foreign trade. Such government institutions as the Department of Foreign and Domestic Commerce and the United States Chamber of Commerce have labored tirelessly to develop the ideas in the minds of our manufacturers and bankers. Associations of businessmen engaged in foreign trade have added their voices to the chorus and now banks and trade papers, magazines and newspapers are devoting their attention to the new field of business expansion.

Conservative men have expressed the opinion that foreign trade has been over-advertised of late. This prompts the comment that over-enthusiasm is quite as dangerous as faint interest. Hurried acceptance of a statement regarding foreign trade is to be avoided. Only close personal investigation, study and the exercise of well founded judgment is desirable.

Before going into any enterprise a man who understands primary business principles studies the market in which he expects to dispose of his goods. He uses arithmetic to determine the cost of selling after the cost of manufacture. He thoroughly examines into the buying characteristics of his prospective customers; the physical conditions surrounding his plan. Consideration is given to the selection of a package and a trademark; to probable competition and ways and means to hold his own and win in the face of opposition.

All of this takes time. It also calls for a certain cash outlay. No man would think of making the great investment in the building of a plant, of drawing together a great organization and the necessary purchase of raw materials until he had a clear and definite market in sight and all risks of fail-

ure reduced to the minimum, through rigid examination of his selling field. A great industry is not built up in a year. Great markets are not won over night except in exceptional instances.

When the light of investigation is turned on such a phenomenal success, it usually discloses perfect organization and coordination, capable executives, selected personnel in office, factory and the field; system based on accurate knowledge of the central plan; vigor mixed with determination to succeed, and above all—courage. All these qualities are requisite factors in foreign selling, and in addition there must be absolute observance of every attribute suggested by the word CHARACTER; the fulfilment of contracts to the letter; the shipping of orders to exact specifications regarding quality, packing and prompt delivery. It is far better to refuse an order that cannot be filled in this manner than to accept it and "stall."

SOME SHORTCOMINGS

Reports from Europe indicate that America's commercial prestige has been seriously jeopardized by the unrestrained activities of a number of so-called export houses that have plunged into the foreign field, long on nerve and short on cash and practical experience.

According to the manager of the export department of a large and long established American manufacturer, this is the case, to such an extent, that direct selling is practically impossible. The foreign buyer will purchase only through a firm of his own nationality that he knows. In other words, his confidence in what the American manufacturer has to sell has been shaken and he looks for the endorsement of some one whose representations he feels he can depend upon.

It seems to be difficult for the manufacturer to visualize the inconvenience to the buyer when instructions are not properly carried out. For example, an order is placed for hammers. One of the requirements is that they be packed ten hammers to the box. This detail is overlooked and they are shipped, but packed twelve to the box. This mistake in a large order might very easily mean hundreds of dollars added to their resale cost and a consequent loss to the purchaser, who, to meet the customs of his market must unpack every box and repack in lots of tens.

This demonstrates the truth of the statement that there are rules in Foreign Trade that must be observed, whereas in domestic business, regulations may possibly be side-stepped without very serious consequences. To register any success in foreign selling there must be a well developed determination to submit to a full conversion to the new doctrine.

OUR TRADE EXTENISON SERVICE

Opinions recently in print to the effect that our foreign trade will experience an immediate slump of large proportions have so far not been borne out. For the immediate present, there appears to be no reason for any very rapid decline in exports. Foreign manufacturing countries have not yet swung back into peace-time pace. World markets are still barren of the articles of first, second and third necessity and America is still the base of supplies.

In New York and in other ports and trade centers of the United States there are many substantial institutions organized with the sole purpose of promoting American exports. The Foreign Trade Department of Advertising & Selling will show how these aids to foreign enterprise may be utilized, and the respective phases of foreign trade they serve.

Most advertising managers list the Brooklyn Standard Union for Greater New York. Occasionally the "boss" lops it off because he thinks he knows better. Don't get hot—we'll be here next year.

Future discussions of foreign trade will present the successes that have been registered by American manufacturers and merchants engaged in foreign trade. These accounts will be founded upon practical experience. Each will convey instruction and an effective lesson.

The continuation of a series of articles by Clayton Sedgwick Cooper, dealing directly with problems of foreign trade, will prove to be of the greatest interest. They show what American manufacturers have already accomplished in overseas markets. Mr. Cooper has twice encircled the globe. He writes from first-hand information. He is the author of a dozen standard works on foreign countries, among them "Understanding South America," "The Modernizing of the Orient" and other books of such recognized authority that the United States Department of Commerce recommends their study by American Consular agents.

John L. Binda, consultant of the American Foreign Trade Council will discuss subjects pertaining to foreign trade and outline the methods used by our great industries in "putting across" their products to the world markets.

Rowe Stewart

(*Continued from page* 10)

service which he has rendered them. He began to make his influence and capacity felt in 1916 when he was made general chairman of the Philadelphia convention and carried off the big meeting with such success that the Poor Richard Club found that he was just the man wanted to wield its gavel and paid him the tribute of twice electing him president. Others outside of Philadelphia were quick to recognize his ability. He was made chairman of the National Educational Committee of the A. A. C. of W. At the New Orleans convention he was elected vice-president of the organization for the First District and when the territory was redistricted at Indianapolis this year he became vice-president for the Second District. His friends who have long considered him as on the eligible list for the presidency declare that his accession to the executive chair became inevitable when Mr. Otis resigned.

MRS. STEWART PRAISED BY A. A. C. OF W. MEMBERS

Mr. Stewart's election is of double importance to the organization which he now heads. It enables the A. A. C. of W. to reap in full measure his capacity for service and to realize on the executive ability of one who has before shown *her* capacity for service. We refer, of course, to Mrs. Stewart who, as general manager of the Women's Executive Committee during the Philadelphia Convention in 1916, through her tact and charm, contributed largely to the success of the social side of the meeting in William Penn's capital. Mrs. Stewart, before her marriage, was Miss May Belle Diehl. The Stewart home is in Germantown, Pa. The couple have two children, both boys.

Mr. Stewart will take up his duties at once and, with him at its head, the A. A. C. of W. looks forward to a successful year of progressive work for the cause of advertising, upon which he will report at the convention at Atlanta in 1921.

A. A. A. A. and A. B. C. Convene in October

The Annual Conventions of the American Association of Advertising Agencies, and of the Audit Bureau of Circulations will be held conjointly in Chicago during the week of Oct. 11 to Oct. 16.

With apologies to Sweet Caporals

Ask
HEINZ
"57"
They know

The
ALL FICTION FIELD

COMPRISING

Adventure
Ainslee's
Argosy-All Story
Detective Story
People's
Short Stories
Smith's
The Popular
Top-Notch

Traveling For Business In Latin America

"Commercial Travelers' Guide to Latin America" is the title of the latest exporters' aid published by the Bureau of Foreign and Domestic Commerce of the Department of Commerce.

The need for a guide for commercial travelers to Latin America has long been felt. The book was prepared by Ernst B. Filsinger, well known as a writer and an authority on Latin American subjects. Mr. Filsinger is the author of "Exporting to Latin America," a volume of more than 500 pages, and other publications. He is an experienced export manager and has traveled extensively in the Latin American countries.

For the convenience of the reader the book has been divided into two sections. The first part deals with general matters, such as salesmen's equipment, transportation, suggestions for procedure upon arrival at destination, etc. Those who have not heretofore traveled in Latin America will find suggestions regarding many items which, despite their importance, are often overlooked. The first section should be of particular value to the beginner, attention being directed to various details such as documents needed, cables, wardrobe, health precautions, etc. Of great importance also are the details of transportation, including tickets, baggage, clearing of samples, overland routes and other associated subjects.

An attempt has been made to supply the traveler with sufficient data to estimate the time necessary to reach the important places in the region described; the approximate time required to go from point to point has also been specified. Probable expenses are included. The executive, sales manager, or commercial traveler, by referring to the routes, distances, and means of travel can estimate quite accurately the expense involved in a trip whose object may be the making of sales, the placing of agencies, or the inspection of agencies already established.

Maps of Latin America accompaning this guide have been placed in a separate portfolio for the convenience of the traveler. They consist of a general map of the whole area and a reproduction of the 29-section map prepared by the Colonel House Inquiry for use at the Peace Conference. It shows boundaries, cities, towns of commercial importance, railroads, wagon roads, trails, rivers, lakes, etc.

The Bureau's report contains a classified bibliography at the end of the volume. In that list will be found important books, pamphlets, reports, etc., of general use in obtaining a knowledge of Latin-American conditions and in preparing salesmen for the competition which they must be ready to meet.

The publication is known as Miscellaneous Series No. 89—"Commercial Travelers' Guide to Latin America." The price, with maps is $1.25. Copies are sold by the Superintendent of Documents, Government Printing Office, Washington, D. C., and by all district and cooperative offices of the Bureau of Foreign and Domestic Commerce.

"Heinz" know the *eating-power* of the million and a half men and women who buy the magazines comprising the All-Fiction Field

Smith Made Car Advertising Sales Head

Lester B. Smith, western representative of the Broadway Subway and Home Boroughs Car Advertising Company for five years, has been chosen as sales manager, by President Joseph P. Day. Mr. Smith was formerly sales manager of the Frank M. Whiting Company and manager of the wholesale department of Gorham & Company prior to associating himself with the company which he is now chosen to manage. Mr. Smith is an active member of the Brooklyn Rotary Club and well known as a member of the local chapter of Elks and of the Sphinx Club.

Col. Charles E. Hasbrook Dead

Colonel Charles E. Hasbrook, editor and manager of the Richmond *Times-Dispatch* for the last six years, died at his residence late Wednesday of heart disease. He was 73 years of age and had been in ill health since his return from the Democratic National Convention.

Except for a few years' service as Collector of Internal Revenue in Missouri, Colonel Hasbrook devoted most of his life to newspaper work, commencing under Melville E. Stone, then city editor of the Chicago *Inter-Ocean*. In later years Colonel Hasbrook was city editor, managing editor and finally part owner of the Kansas City *Times*, from which city he went to New York as publisher of the *Morning Advertiser* and *Commercial Advertiser*.

The FIELD OF GREATEST YIELD

PUBLISHED BY

Doubleday, Page & Co. Street & Smith Corporation
The Frank A. Munsey Co. The Ridgway Company

MEMBERS A. B. C.

The Importance of Foreign Trade to the Hardware Industry

American Manufacturers Will Find Favorable Reception of Their Goods Abroad Is Based Upon Quality First

By W. D. SIMMONS

President of the Simmons Hardware Company, and Member of the National Foreign Trade Council

THE term "Hardware" has become much more comprehensive during the past decade because of the immense variety and many kinds of goods which hardware dealers—wholesale and retail—have added to their assortment, so that "Hardware," in addition to covering all manner of tools, cutlery and household goods, embraces practically everything in paint, in automobile supplies, sporting goods, agricultural implements, and the like.

It is difficult, in fact impossible, to get figures of distribution—in dollars and cents value—on this immense line of goods, but the best estimate is that it is now running annually not less than one billion dollars, and probably more.

While apparently most of the manufacturing, in a large way, is located East of the Mississippi River, yet the drift is steadily toward diffusion in all sections of the country where manufacturing opportunities are possible. It is not that the Eastern manufacturers have curtailed their output, because the reverse is true; it is merely a condition of production springing up wherever needed to supply local wants.

It is impossible to get all the details of an infinite number of small factories in small towns and cities throughout the country, so that they may make adequate appearance upon the map, but their name is legion and their effect is nation-wide. There is many a small town whose chief source of constant revenue is found in the weekly pay-roll which the factory distributes to its employes.

There has been, of late years, a strong tendency among manufacturers to locate in small towns, sometimes because of local advantages in cheap rent, convenient and cheap fuel, and because of the large degree of freedom from those labor troubles which seem inseparable from the great congested centers.

Not only does the local factory keep the small towns alive and busy, but it makes a constant market for the products of the nearby farms; it simplifies the matter of distribution of farm products within quite a radius of the factory, so that both the farmer and consumer are benefited thereby.

READILY EXPLOITED PRODUCTS

Hardware in all its phases lends itself readily to export, largely because of the immense superiority

Another Paper Advance

Effective with September 1st we are compelled to meet another increase in cost of paper, nor have we any assurance that this will be the final advance.

We announce that we will continue our current rates on LIFE until the last gasp, preferring, temporarily, to run our business without profit rather than put ourselves in a position where we will have to reduce our advertising rate when paper costs recede. Furthermore, we believe it a moral duty to perform our part and not be a party to price raising, which practice we believe should cease and NOW.

How long we can continue our current rate, frankly, we don't know. We do know LIFE'S rate per page per thousand at present is remarkably low compared even with mass circulation mediums.

We do know that live advertisers are appreciating LIFE'S value as never in its 37 years.

Gee. Bee. Are.

LIFE'S Advertising Manager, 31st St., West, No. 17, New York
B. F. Provandie, Western Mgr., Marquette Bldg. 1537, Chicago

of the articles themselves over those of foreign make. Practically everything in the hardware line is the simple expression of the inventive genius, initiative and common sense of the American people. Things are made to do the work for which they are intended; patterned along the latest lines, from experiment and actual experience, they are good to look at, and have enduring worth for constant use; they are not encumbered by any of the traditions of the past, but are made for the present day people, and solely for present day necessities.

In nothing is this truer than of American edge tools. They are exactly fitted for the purpose intended; they are attractive in appearance, and have that indescribable thing known as "style." There are no other tools like them in all the world, nor can there be unless the foreign peoples change all their ideas. Wherever these tools are used they immediately make a place for themselves, and they are sold today in the four corners of the earth.

In England—the home of edge tools—retailers make a point of advertising American edge tools as the supreme attraction.

Much the same story is true of builders' hardware. It is not the clumsy thing of European make, but light, strong, and made after the most attractive designs of the day.

It is not strange, then, that the exports for 1919, in the long line of hardware, show an increase, not only in dollars and cents, because of higher prices, but actually in tonnage, and in the unit of quantity, over the figures of 1914, when the war began.

This increase shows the hold that American hardware has on foreign people, not only in Europe but in all parts of the world, for there is practically no place and no people to whom American hardware in some form is not sent.

THE LOGICAL AVENUE OF OUTPUT

The manufacturers of American hardware have long felt the necessity of foreign trade as a market for the disposal of their surplus wares. Their factories are equipped for a large production, so that when running full this supplies likewise an economical output.

During the war there has been no question on this score, and the scarcity of hardware today in this country is due directly to the present production being far below capacities of the factories when running full with efficient workmen and a proper standard of individual production. The result of this is a lack of sufficient goods even for the home market.

The effects of the war in Europe, and the fall in European exchange promises to seriously reduce our exports to Europe, and thus make it imperative that the manufacturers of hardware in this country find another market to supply this deficiency. Temporarily, the home trade will take the surplus, but the capacity of the American manufacturers as a whole in this line is so great that it is only a question of time—and especially with more settled labor conditions—when they will make more goods than this country can consume in normal fashion.

It is not a question of the interests of the manufacturers alone, but the entire nation, down to the ultimate consumer, that the production be kept up to its full limit, lest serious consequence ensue.

Even if only a small portion of American hardware is exported—say 10 per cent or even 5 per cent

ISOLATION

Insolation is now an obsolete word when applied to the Midwest farmer. The telephone, telegraph, automobile, better roads, motion pictures and modern farm conveniences have made him one with the mass of American people.

He is no longer isolated. In fact, his life is now merely a suburban one.

He and his family buy the same automobile, the same clothes, the same home conveniences and luxuries, as any other citizens.

A gratifying increase in sales has resulted to those advertisers who have realized the extent of the Midwest farm market and the power of

The CAPPER FARM PRESS

(Members ABC)

ARTHUR CAPPER, Publisher
MARCO MORROW, Assistant Publisher

More than 1,100,000 Subscribers

—it is vitally necessary that a market still be found for that proportion, or else inevitably the factories must reduce their output—which means running at higher costs, and with reduced employment of labor.

Just now the only natural way to bring down the present high cost is to increase the supply, but to make this increased supply above the demand is to simply bring about in hardware what has already happened in some farming productions. For instance—the price of hogs has dropped so much in the last eighteen months that the farmers are curtailing their production. That means, in time, an increase in the price of hogs again because the supply will fall below the demand, since the laws of supply and demand take care of these problems in their own way, provided they are left alone, and not encumbered with futile and meddlesome legislation.

EXPORTING AND DOMESTIC PROSPERITY

If the manufacturers of American hardware run the factories full, supplying the home demand with what is needed, and sell the surplus abroad, they can continue to give employment to all the needed forces, and at the same time the operation of natural laws will bring prices down to a reasonable level, and still leave the manufacturers that profit to which they are entitled.

The result of such an economic condition is the full employment of efficient labor at good wages.

This means the possibility of a high standard of living, because it means spending power among many and a continuation of a market for the full production of all of the innumerable factories scattered throughout the United States.

Take the case of a small factory in the west, making a certain line of hardware which it now disposes of without difficulty, within a limited territory. It is the principal source of revenue to the people of the town in which it is located; it likewise creates a market in that town for farm produce for some distance around.

If the foreign trade falls off, the manufacturers of hardware throughout the country must endeavor to market their products as far as possible in the domestic market. This means much stronger and severer competition among themselves. The small manufacturer in the small town finds himself no longer able to continue his full output, and must necessarily reduce, first the amount of labor employed, and possibly the prices he pays it. This reacts on every consumer in the small town, and on every farmer who has found his market in that small town. It is a far-reaching proposition, and creates an unnatural state of affairs, with the likelihood of steadily declining prices—which theoretically sounds very well, but, as a matter of fact, does not work out in actual practice.

The facts are that times of prosperity are invariably marked by high prices, and although prices may be too high—as at present—in many lines, I am quite sure that this will be taken care of in a natural way by the law of supply and demand, and they will be reduced to more reasonable levels in the near future; meanwhile, gradually, though surely, wages and salaries are adjusted to price levels, and the vital factor is that the spending power of many remains unimpaired, and this spending power is the source of all business. While in times of depression, it does not make very much difference how cheap goods are, no one has either the inclination or ability to purchase, save in the most conservative way. These are the logical facts of experience.

It needs, therefore, only a most common sense survey of the situation to realize that there is nothing more important to every manufacturer, distributer and consumer in this country in the near future than the increase and maintenance of foreign trade.

K. H. Bronson Joins Square D Company

Karl H. Bronson has joined the ranks of the Square D Company, Detroit, manufacturers of safety switches, in the capacity of Director of Research Engineering.

Mr. Bronson is a graduate of the University of Michigan and formerly has been associated with the automotive industry. He was affiliated with Dodge Brothers, Detroit, in sales promotion and advertising work and later engaged in similar work for the Packard Motor Car Company, Detroit, from which company he resigned to join the Square D Company.

Miami Advertising Club Challenges Atlanta

The Advertising Club of Miami, Florida, according to Forest R. Lloyd, director, is getting a great deal of enthusiasm aroused among the members of the club and the advertising public through the activities of the club's baseball team. The Miami Advertising Club is the newest advertising men's organization in the South. It will not be one year old until next November. The club sent three delegates to the Indianapolis convention in June and worked untiringly to get the 1921 convention for Atlanta. The club at its last meeting instructed Manager Lloyd of the baseball team to issue a challenge to the Advertising Club of Atlanta to play a match game of baseball at an early date to establish the "Southeastern Advertising Club Baseball Championship." Atlanta advertising men have been playing some tight baseball games this summer against other club teams in Atlanta. A handsome silver cup will be awarded to the winner of this championship.

NINTH OF A SERIES

After All It's Results!

THE News is not selling its advertising on the strength of its merchandising service. It's results the advertiser wants after all. It's circulation, reader interest and reader responsiveness that counts in final analysis. The News has been *the* paper of Indiana for a half century. It has become so through its service to reader and advertiser. Its service to advertiser has been in publishing a real paper that produces results.

THE INDIANAPOLIS NEWS

New York Office
DAN A. CARROLL
Tribune Building

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg.

USE NEWSPAPER ADVERTISING ON A THREE-YEAR BASIS

Big Cigarette Campaign Coming

According to a report from Chicago, the American Tobacco Co. has set the date, Sept. 1, for the launching of the biggest cigarette campaign ever seen in Chicago. It will be to introduce a new brand known as One-Eleven, that will retail 20 for 15 cents. While no information has been given out as to how it will start the campaign of introduction, an inside "tip" let it be known that it will startle the tobacco trade.

Arthur S. Moore Retires from "McClure's"

Arthur S. Moore has resigned the position of vice-president and advertising director of *McClure's Magazine*. Mr. Moore, who has been in the magazine business for twenty years, intends taking a rest before deciding upon his future plans.

Starts Sales Promotion Department

The Gulbransen-Dickinson Co., Chicago piano manufacturers, has created a sales promotion department under the direction of C. R. Gulbransen to operate as a subdivision of the sales department.

"Club News" Cites A. & S. Writer

H. H. Charles, president of the H. H. Charles Agency, has contributed an interesting article to a July issue of Advertising & Selling as to the big harvests which the farmers of America are reaping today. Mr. Charles gives it as his opinion that the bumper crop of 1920 will increase the purchasing power of the American farmer, and that the nation and the world will benefit thereby. — *From "Advertising Club News," New York City.*

New Account for Vanderhoof

Vanderhoof & Co., Chicago, has secured the account of the Carco Manufacturing Company, which makes a patent bottle capper in that city.

Ben J. Sweetland Incorporated

Ben J. Sweetland has been incorporated in New York with a capital of $50,000 to engage in advertising and bookselling. D. K. Ballou, C. J. Fleming and B. J. Sweetland, 95 Liberty street, are the organizers.

Printing House Expands

Publishers Printing Company, New York, has increased its capital from $100,000 to $650,000.

Electric Appliance Account with Kelley

The Air-Way Electric Appliance Corporation of Toledo, Ohio, has placed its advertising in the hands of the Martin V. Kelley Company. A large newspaper and magazine campaign will soon be launched advertising its electric sweeper and washing machine.

Meredith Has Glove Account

Meredith & Co., Inc., Troy, N. Y., is now handling the advertising of the Allen Glove Company of Gloversville, N. Y.

Get Washing Machine Account

The Wade Advertising Co., Chicago, has secured the account of the Quicker-Yet Washing Machine Co.

"Tycos" Account With Goodwin, Inc.

The advertising of the Taylor Instrument Companies, Rochester, N. Y., is now in the hands of H. C. Goodwin, Inc., of that city.

Plans Fountain Pen Campaign

The General Manufacturing Co., makers of fountain pens in Sioux City, Iowa, is planning a campaign for magazines under the direction of B. L. Benson, sales manager. As yet no agency has been selected.

Furniture Account With Rosier Agency

The advertising of Philip Strobel & Sons, New York, has been placed with the Oscar Rosier Advertising Agency, of Philadelphia.

"Red Cross Magazine" to Suspend

Because of "the famine price of white paper," publication of the *Red Cross Magazine*, New York, will be discontinued after the October number. In making the announcement this week the American Red Cross at Washington said: "Further publication would involve either considerable increase in the subscription price or a subsidy from the general funds of the society, which deems either course inexpedient."

Fisk Sales Show 32 Per Cent Gain

For the first six months of this year, sales of the Fisk Rubber Co., Chicopee Falls, Mass., were in excess of $27,000,000 or 32 per cent ahead of the total of $20,437,000 for the corresponding period in 1919.

No. 1 of a Series on Personnel



HARRY LEVEY
President

THE personnel of this organization is that which is largely responsible for the important position of Industrial-Educational films among other media for advertising and merchandising.

Harry Levey himself is fortunate in his experience. He secured valuable information first hand pertaining to retail problems of varied types. Following this came generous contact with the workings of wholesalers and distributors. In this work as in the retail trade Harry Levey served both as salesman and executive.

More recently Mr. Levey and his associates have accomplished definite results for a large number of prominent American businesses through the application of Industrial-Educational films to their problems.

This same effective medium is available to you through the Harry Levey Service Corporation, to aid in merchandising your products, instructing executives and workmen in standards of practice, bettering sales direction, effecting congenial plant relationships and making graphic efficiency systems.

HARRY LEVEY
SERVICE CORPORATION
Producers and Distributors of Industrial Educational Films
NEW YORK CITY
Temporary Offices **1662 Broadway**

American Trade in the Near East

Confidence In Us There Is High and Conditions Warrant Cultivation of This Great Market

By CLAYTON SEDGWICK COOPER
Author of "The Man of Egypt," "Modernizing the Orient," etc.

THERE are good and sufficient reasons why traders and manufacturers of the United States should consider the possibilities and present opportunities for commerce in that extensive territory bordering upon the eastern Mediterranean, Black, Aegean and Red seas.

Out of this historic section of the earth, containing a population estimated at upwards of 25,000,000, came the Phoenician and Tyrian shippers and traders, who at one time dominated the foreign commerce of the world, while the Golden Horn has been a seat of trade for 2,000 years.

From this region also have sprung the religions that have spread over the European and western continents.

From the Near East, moreover, we have received some of the greatest streams of immigration—Greeks, Armenians, Syrians, and Jews—who have come to the United States to found homes and acquire citizenship and prosperity, helping to link our country with the vast territory which, excluding Arabia, includes upwards of 450,000 square miles of territorial area.

Into this borderland of the great Near Eastern seas we have sent our missionaries for more than a century and for all these years the name, America, has been known to the populations of the Near East as synonymous with modern education, with activities of charitable benevolence in times of distress, and with a disinterestedness as far as territorial aggression is concerned, that has made Americans less often suspected and more truly trusted than members of any other nationality.

OUR MILLIONS GIVEN THERE

Our hospitals are to be found in every city in Turkey and our preachers and medical doctors in almost every village. Other nations have invested in these Near Eastern lands for gain, while we have poured into this region $20,000,000 in founding schools and colleges, $40,000,000 in feeding the hungry, and $50,000,000 in affording missionary teaching, free medicine, and extending the borders of western civilized science and instruction.

All of this activity and giving have helped lay the foundations for a stable, modern commercial life, now about to give ample evidence of the value of these forerunners of national prosperity. Any European nation would eagerly grasp at such advantages of favor to establish commercial ties. But while our trade in the Near East may be said to have the possibility of foundation upon a broad basis of philanthropy and confidence, we have thus far almost neglected this commercial open door. It is high time that we consider the Near East as a trading center of vast importance lying along one of the greatest commercial trade routes of the world.

It is largely because of such interest as the United States has shown in the Levant that the populations there, especially the Turkish section, hailed with eagerness the idea of a mandate making possible American supervision. While this matter is one of indecision or doubtful policy in the minds of many Americans, it has given ample reason for belief in the moral and political favor with which the Near East looks upon the United States. This is a factor not to be overlooked as an element of great value in any move we may make in the near future toward trade and shipping relationships.

While we have with justice given our attention and trade to Latin America, since these populations are near and belong to our own hemisphere, to China and the Far East where our Philippine interests have lured our commerce, it must be kept in mind that there exists no portion of the earth of equal extent to which American exporters thus far have given so slight attention as to the Levant.

WHY TRADE WITH THE LEVANT?

That there is ample reason lying in the rich, almost untouched resources of this section for our trade interest, can be easily demonstrated. For proof of this, reference may be made simply to the coal fields along the Black Sea; the oil fields of the Persian Gulf; the extensive grain fields, where the yield as it is conservatively estimated could be raised in a decade to 200,000,000 bushels; the great copper areas upon which France is centering her attention; the cotton possibilities in Mesopotamia; the wool of Asia Minor; the natural silk areas; and the region furnishing the world's supply of



Remarkable Scene, Showing Rug Makers at Work in Turkey

opium, licorice and the fine tobaccos.

To quote from a report by Lewis Heck, of the American consular service, regarding our import and export trade with the Near East:

"Before the war the United States bought from the Near East some fifty million dollars worth of goods, principally raw materials such as cotton from Egypt; tobacco, wool, mohair, skins, opium, rose oil, licorice root, dried fruits and nuts, etc., from Turkey; skins and coffee from Aden; dried fruits, cheese, olive oil and tobacco from Greece; copper and plum jam from Serbia; rose oil and tobacco from Bulgaria; reclaimed rubber and wool from Odessa; licorice root, wool manganese, and hardwoods from Batoum. The manufactured goods consisted of carpets and rugs, laces, and curios, etc., and represented only a small proportion of the total. In general, the region is agricultural and pastoral rather than industrial, and there is but relatively slight industrial development in any of these countries, so that for many years to come they will have to import manufactured and finished merchandise and will not have much in these lines to offer for sale in other countries. Their climates and soils enable them to produce better than elsewhere certain staple articles for which there will always be a demand in western Europe and the United States, and they will have their natural products to offer in exchange for their importations of finished commodities, until such future time as their own domestic industries shall come to a greater degree of production and variety.

For this reason the countries of the Near East offer a permanent field for the sale of the products of industry and manufacture, the value of which has always been fully recognized by our main competitors in Europe, although we have often overlooked it because of its distance and of relatively larger markets elsewhere. Nevertheless, a portion of the world which annually imported some $550,000,000 worth of foreign goods before the war is worthy of closer study now that our exporters have waked up and are both ready and eager to really go after a fair share of this trade, instead of waiting till some small share of it comes to them of its own accord.

On the export side, we sold to all the Near East, including Southern Russia, goods to a value of between ten and twelve millon dollars per annum before the war. A large proportion of this total consisted of mineral, animal and vegetable oils; textiles played a smaler and decreasing part, as we had had to give way to more active British and Italian competitors. We had some small business in leather and hides, shoes, rubber overshoes, typewriters and supplies, agricultural machinery, the better grades of tools and certain American specialties, but in the principal staples which form the bulk of any real volume of trade we had almost no share, in spite of the fact that for the exports of Turkey we were the second best customer, next after Great Britain, and also bought the second largest share of Egypt's principal crop. The heavy trade balance against us was paid for by remittances from immigrants to their home folks; by sums expended for American schools, missions, and colleges, etc.; by tourists' expenditures, for many thousands of them annually visited Egypt, Palestine and Constantinople; and by financial adjustments through European countries. These remittances and expenses of course increased our debt to the Near East, but hereafter we should be able to exchange an increasingly larger volume of our own products for the goods we buy."



Waterfront of Smyrna, Famous Fig and Rug City on the Syrian Coast, a Point Open to American Trade

TRADING BY FOREIGN SHIPS

It must be remembered that whatever trade we have had with this section has been done practically with no American shipping to this region, depending upon foreign nations not only for ships but banks and other facilities. It was the writer's privilege to pass through the Suez Canal at the time that our American fleet in its voyage around the world was returning and lay in the Suez Canal. An Egyptian business man said then that the people of the present generation in the Near East had never seen before the American flag floating from any vessel save possibly from an occasional American pleasure yacht or from a small steamer too insignificant to make any particular impression upon anyone. In fact, outside our diplomatic and consular service, there was no organization for trade in this section until in 1911 the American Chamber of Commerce for the Levant was formed. This body now has a membership of 600 firms and individuals located for the most part in the commercial centers of the Levant.



Tilling Fields by Primitive Methods in Haran

While trade relations of the United States with Turkey and considerable of the Balkan Peninsular during the period of the war were of small importance, there was quite a large volume of dollar exchange carried on which helped to accustom local merchants and local bankers in the Near East to the habit of dealing with the United States, also to establish credits in this country which have been used to purchase American goods.

The American Embassy at Constantinople was connected with a sale of dollar exchange to the amount of more than $10,000,000 to provide funds for relief in charitable payments of various sorts. The Entente Governments furnished several million dollars of this fund since the American diplomatic and consular representatives looked after the interests of these Governments during the fighting period. There were several million dollars deposited with the State Department to individual beneficiaries and treasuries and a considerable amount was left in funds in relief organizations such as the Armenian and Syrian Relief Committee, the Joint Distribution Committee of the Jewish Charitable organizations, etc.

Trade relations with the United States were kept up by Egypt and

Greece during the war and both of these countries have prospered along different lines since 1914, so much so that Greek currency has been kept almost at par. The Egypt situation although affected somewhat by political agitations last winter, and labor troubles, is on the whole, promising.

The following table gives a general idea of Egyptian trade, together with imports from and exports to the United States:

	Total Exports	Total Imports
1914	$120,218,062	$108,405,784
1915	134,963,892	94,451,676
1917	204,892,454	158,876,608
1918	226,306,400	255,264,976

Goods invoiced for shipment to U. S. from Egypt:

In 1917	$21,539,338
In 1918	25,405,850

Imports from U. S.:

1914	$2,421,507
1915	6,231,807

Exports to U. S.:

1914	$14,557,002
1915	24,750,640

AN ALMOST RECORD GROWTH

According to consular reports, exports from the United States to Greece increased from $1,123,511 in 1913-14 to $23,449,975 in 1914-15, and to slightly over $31,000,000 in 1915-16. There are few countries which show a like increase during the war. In the fiscal year ending June 30, 1914, we shipped to Egypt goods to an amount of $1,930,106. In 1916-1917 our total exports to Egypt were $11,933,166. These two countries bought from us in 1916-17 more than three times as much as the entire Near Eastern field in 1913-1914.

It may be pointed out that we have special ties with Greece since there are more Greeks in the United States than in any country in the world, excepting Turkey. Americans are also popular in Egypt and are large purchasers of Egyptian cotton, the most important product of that country. It must be remembered however that Egypt is a British dependency and Britain's policy will probably be less liberal in the future than it was during the war.

TURKEY AS A MARKET

Turkey furnishes interesting possibilities for trade with the United States since many of the old commercial ties with Europe have been broken and because of the need of utilizing the great potential wealth and resources of this country.

According to report of Louis Heck of the American Consular Service, for the few years before the war we bought from Turkey about $22,000,000 worth of goods each year, of which tobacco represented about half of the total. We sold, on the other hand, not more than an average of $3,500,000 per annum. The principal American establishments in Turkey were educational and missionary. Next to the French, whose religious orders have been engaged in missionary and educational activities in Turkey since the days of Louis XIV and longer, there were more American schools, missions and colleges than those of any other nationality, ours outnumbering all the others put together except the French.

We also have the most prominent and conspicuous colleges, such as the University at Beirut, Robert College and the Girls' College at Constantinople, the International College at Smyrna, and several large and admirably conducted institutions in Egypt. In almost every city of importance in Asia Minor and Syria the traveler was likely to see a large and well constructed group of buildings, standing out notably among the other structures of the city, and upon

The Good Common Sense



of covering the boy-field is being exercised by more and more advertisers, with results—immediate and future—far exceeding expectations

Informative articles of genuine interest are continuously appearing in all our advertising journals emphasizing the importance and value of the boy to the national advertisers, whose present and future markets must be strengthened and maintained.

THE BOYS' WORLD, the one NATIONAL WEEKLY in its field—provides practically half the available circulation in the boy-field.

The limit of space available in several of our fall issues has already been reached.

In the October 2, 1920, issue the $2.00 per line rate is effective, though present rate will still apply to definite, bona fide orders received on or before final closing date—September 11th.

THE BOYS' WORLD

David C. Cook Publishing Co., Elgin, Ill.

WESLEY E. FARMILOE, Advertising Manager

Edward P. Boyce, 95 Madison Ave., New York
Chas. H. Shattuck, People's Gas Building, Chicago
Sam Dennis, Globe-Democrat Building, St. Louis

COOK'S WEEKLY TRIO: A MILLION BOYS AND GIRLS

THE BOYS' WORLD THE GIRLS' COMPANION YOUNG PEOPLE'S WEEKLY

inquiry he would be told that these buildings belonged to the Americans.

Hospital and medical activities were among the main features of missionary work and were badly needed in a country where extreme ignorance prevailed and doctors were few and unskilled.

In more recent years other practical lines have been taken up, so that today Robert College has the first real school of engineering in Turkey, and plans are ready for agricultural courses for both Robert College and the University at Beirut as soon as conditions permit their execution.

Besides the schools and colleges, we had the buying agencies of the various American tobacco companies and the MacAndrews & Forbes Co.; the selling and production agencies of the Standard Oil Co. of New York and the Vacuum Oil Co.; and the omnipresent and widely extended organization of the Singer Sewing Machine Co. Beyond these principal concerns there were very few that were distinctly American in character. There would be occasional visits from American business men who happened to go to Turkey; or, on one special occasion in recent years, there was the attempt to obtain a concession for a 1,200 mile railway known as the Chester project, which was designed to open up valuable mineral regions, and for which a total investment of $100,000,000 was planned. This scheme was defeated in 1911 after a hard fight, principally by German opposition, but the need for such a road still exists, and had it been constructed before the war, the strategic position of Turkey against the Russian armies in the Caucasus would have been vastly stronger.

The handicap which the United States suffered in furnishing large food supplies for Turkey subsequent to the signing of the Armistice, especially flour, was found in not having an American bank through which to work. It was necessary to use a British firm and a British bank in supplying American food products to render this assistance to a hungry and nearly war-starved city.

The arrival of 350 workers belonging to the American Committee for relief in the Near East, together with an international mandate commission headed by Charles R. Crane and Dr. Henry King of Oberlin College increased in Turkey a high opinion of America's desire to play fair and to assist in the settlement of Near Eastern problems.

NEW SHIPPING FACILITIES

Trade with this section has been greatly helped by lines of regular and direct steamers such as we have never had in the past to the Near East. According to shipping lists there will be found three or four vessels leaving each month from American ports for Constantinople and other points in the Levant.

A large number of American firms have been sending their own representatives to the Levant, but in this we have been outstripped by the British, French, Italian and Japanese, who have followed the policy of sending large delegations to promote trade with their various countries. At Constantinople there was not very long ago a Japanese delegation of 30 members and soon afterwards there was a large importation of Japanese cotton goods. Our competitors in this section are capable and formidable. Such corporations and its subsidiairies as the Levant Co. Limited, which has acquired a controlling interest in the largest British trad-

BOYS' LIFE—

What it is
What it stands for

BOYS' LIFE is the official magazine of the Boy Scouts of America, but it is in no sense a house organ or trade publication; and its general all around excellence has drawn to it thousands of readers who are not Scouts.

BOYS' LIFE is an out-of-doors, adventure magazine for boys; edited by Scout men who have made their life work the study of boys and who know what a boy likes, how a boy thinks and what a boy wants to do. It is conducted on the principle that has made possible the Boy Scout Movement's splendid effect on the character of boys.

An Editorial Board of eminent men, having a sincere interest in work for boys, examines the magazine, passing not only on the editorial matter, but all the advertisements. No fraudulent or deceptive advertisements are accepted.

Every issue of BOYS' LIFE is packed full of the finest stories for boys—stories that have plenty of excitement in them, plenty of fun of the right sort, plenty of uplift. Articles and stories on camping, woodcraft, handicraft, scouting, natural history and nature study; hiking, photography, baseball, football, and field athletics; in fact, every sport, recreation or activity in a boys' life presented for the entertainment of all boys.

Finally, BOYS' LIFE is published by the National Council of the Boy Scouts of America not as a commercial enterprise, but as an influence for good among all boys.

BOYS' LIFE

THE BOY SCOUTS' MAGAZINE

BOY SCOUTS OF AMERICA, Publishers

Member A. B. C.

200 FIFTH AVENUE
NEW YORK

203 SO. DEARBORN ST.
CHICAGO

ing house in Turkey, in the only British bank, and is closely affiliated with the largest and leading firms, is one of Great Britain's plans for the resurrection of trade on a large scale.

The British control of the oil fields of Mesopotamia as well as those of Arabia and Persia which are among the richest in the world has brought under Great Britain's control a field of production of almost inestimable value.

The French, moreover, have not only had long established connections and considerable investments in Turkey but they have been giving attention since the war to the extension of their trade in the Turkish Empire. A large French Commission, which included the head of one of the National Export Associations of France has visited recently the important trade centers of the Near East. The French have a certain advantage in the ready currency with which the French language is utilized throughout the Levant as a commercial medium of expression. There are certain other advantages held in this section by the Italians because of their close proximity and by reason of the fact that they have fallen heir to many of the Austrian connections with the Levant, particularly in matters of banking and shipping. The Austrian Lloyd Steamship Company, which was the largest and most important fleet of vessels in Near Eastern waters, now flies the Italian flag and the ships are now running on approximately their old schedules.

The activities of the Greeks in this section have been confined largely to trading and dealing in goods imported from other countries since there are few industrial products in Greece to export.

An American banking house in this section is greatly needed, not only for commercial transactions, but to provide a basis for investigation, investment and the development of resources in the Near East, as there are rich mines in Asia Minor of copper, coal, iron, silver, lead, zinc, etc., which are only waiting to be scientifically explored and developed.

In this agricultural and pastoral section where irrigation and farming projects on a large scale are certain to come, all kinds of agricultural machinery, tractors and motors will be required previous to the building of more railways. There is a great need of hydro-electric development. It is said that at present not more than 20 per cent of Turkish agricultural products are touched by any but the most primitive tools and methods such as are native to the country. The American opportunity for the development of public works and transportation generally is patent.

Turkey, with a population of 20,000,000 in the year 1914 and an area of 695,000 square miles (more than 15 times the area of Pennsylvania), had less than 5,000 miles of railway and only three cities had electric light plants or electric street railways. It seems strange to realize that Constantinople itself did not possess telephones, electric street cars or lights until the year 1913.

The American automobile market which has already been opened in so many foreign lands would find in this region almost virgin soil. In 1914 it is stated that there was less than one automobile to each 200,000 inhabitants in Turkey.

In spite of the political vicissitudes of Turkey and her debt of $2,000,000,000, Turkish money has been worth more in exchange than any other paper currency of the former Central Powers and is slightly better than that of such countries as Poland, Czecho-Slovakia, Jugoslavia and Roumania.

As to Bulgaria, Serbia, Roumania and Trans-Caucasus there will be found opportunities for American trade as soon as our manufacturers and traders are ready to seriously enter these fields.

The large number of Bulgarian students at Robert College, the considerable immigration from Bulgaria to the United States numbering upwards of 75,000, and the highly agricultural and pastoral nature of the country requiring imported manufactured goods all offer inducements to American commerce.

Serbia, or the Kingdom of the Serbs, Croats, and Slovenes, otherwise known as Jugoslavia, is in need of manufactured and finished articles, while the population is sympathetic with the United States because of our aid in the war. There is an estimated surplus of cereal production in Jugoslavia for the past year which should provide upward of 1,000,000 tons of grain for export.

There will be need of the extension of credit in order to do business at present in this country and probably longer credits in most of the other Near Eastern countries than we have been accustomed to give.

Roumania with her agricultural prosperity and oil fields, having about the same area as Italy and a population of 15,000,000, also large areas of coal, iron and copper resources, is the one country in this section to which the United States sold more than it bought previous to the war, the balance in our favor being about 4 to 1.

While Southern Russia presents a complex and uncertain condition for trade, Trans-Caucasus with the three small republics of Georgia, Armenia and Azerbaidjan has also great natural resources, especially minerals. In 1913 the Caucasus produced over 1,000,000 tons of manganese of which 121,887 tons were sent to the United States. Other mineral products include copper, cement, salt, coal and carbonate of potash. Tobacco and

Decline Noted in Trade Balance With Europe

A decline in the trade balance with Europe of $500,000,000 and an unfavorable balance of nearly $400,000,000 with South America is shown in a report from the Department of Commerce covering the fiscal year just ended.

Exports to Europe amounted to $4,864,155,166 compared with $4,465,453,898 in 1919, and imports totaled $1,179,460,699 against $372,951,319 for the previous year.

Imports from South America aggregated $869,944,300 compared with $568,374,904 in 1919, while exports totaled $490,044,179 compared with $400,896,901 in 1919.

Imports from Asia during 1920 amounted to $1,368,660,105 and exports to $708,136,458.

Exports to Great Britain for the fiscal year totaled $2,151,330,423 and imports $524,020,403; exports to France $716,811,629 and imports $172,022,935; exports to Italy $398,065,795 and imports $92,420,177; exports to Belgium $317,012,688 and imports $20,748,468; exports to Germany $202,176,878 and imports $45,085,975, and exports to Japan $453,147,663 and imports $527,228,867.

Exports to Argentina for the year amounted to $167,146,548, exceeding those to any other South American country, while imports from that republic totaled $257,783,114. Exports to Brazil were $115,020,317 and imports $281,217,794.

licorice root and hard-woods such as Circassian walnut have also been coming to the United States from this region. Trade has been resumed to a certain extent with the Caucasus and there has been talk of an Anglo-Armenian bank and a British project in this region to develop hydro-electric plants.

OUR PERSIAN CONNECTIONS

As to our trade with Persia in the past it has been hardly worth mentioning, amounting to only a few thousand dollars a year. There have been some indications in late years of closer relations and the Shah of Persia purchased several hundred thousand dollars worth of Liberty Bonds. Previous to the war the import trade of Persia amounted to about $40,000,000.

Although certain sections of this Near Eastern field are at present more or less demoralized because of the results of the war, European traders are sparing no means to establish firmly their positions there. It will take effort for American traders to secure firm and abiding markets, but that this great section of the earth should not be neglected by us goes without saying.

It has been truly stated that the discovery of the American continent formed one of the chief causes contributing to the decline of the trade routes from Europe to the East by way of Turkey as well as to the eclipse of Constantinople, of the Italian maritime republics, and the trade of the eastern Mediterranean.

It would seem appropriate that America and its American commercial leaders with American capital, brains and stable business methods, should take their part in rebuiding the economic structure of this historical region, thereby utilizing particularly our American manufacturers and machinery in a territory where perhaps they are more needed at present than in any other section of the earth.

Miss Johnston With Beers Agency

Miss Frances Johnston, formerly in charge of advertising for *La France* magazine, has become a member of the New York staff of the Beers Advertising Agency.

Business now being placed by the Beers agency includes advertising for the St. Louis Chamber of Commerce, Perkiomen School and Shore Acres Country School. St. Louis advertising is going out to all the principal countries of South America, Mexico and Cuba.

Worcester "Telegram" Appoints Woodbury

B. L. Woodbury, local advertising manager of the Manchester, N. H., *Union Leader*, on Monday of this week became advertising manager of the Worcester, Mass., *Telegram*.

Mr. Woodbury, who is thirty-three years old, began his newspaper work on the Nashua, N. H., *Daily Telegraph*, rising from printer's devil to advertising manager. In 1911 he went to the Meriden, Conn., *Morning Record* as local advertising manager, and in 1916 to the Manchester *Union-Leader* as advertising solicitor. Two years ago he served for a short time as advertising manager of the Manchester *Daily Mirror*, going back to the *Union-Leader* as local advertising manager last January.

American Goods in Malta

As an indication of the kinds of goods imported into Malta from the United States, Consul Loop supplies the following list of articles recently received from New York on an American vessel:

Alcohol, $3,893; caramels, $535; cash registers, $105; cheese, $1,460; chocolate, $876; clear jellies, $1,995; condensed milk, $24,333; cottonseed oil, $10,950; ham and bacon, $1,557; hardware, $243; hosiery, $730; ironware, $487; jam, $117; lard, $26,982; leaf tobacco, $1,579; motor cars, $12,410; motorcycles, $730; paper goods, $487; preserved goods, $1,217; shoes, $1,460; soya-bean oil, $35,663; stockings, $380; toilet paper, $105; white lead in oil, $4,137; total, $133,850.

SYSTEMS BOND

"The Rag-content Loft-dried Paper at the Reasonable Price"

COMBINE QUALITY IN YOUR QUANTITY CAMPAIGN

Before launching your direct-by-mail campaign for fall business, be absolutely certain of the quality of the stationery you choose before it is too late.

Systems Bond will make your letters look better and the improvement in appearance will add to the attention-getting power of your letter.

Standardize on SYSTEMS BOND—the unvarying paper—for your letterheads. It is available everywhere. All printers know it. Your printer can get it for you or a request on your letterhead will bring samples.

Eastern Manufacturing Company

General Sales Offices:

501 Fifth Avenue New York

Mills at Bangor and Lincoln, Maine



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer.

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

THE FARM LIGHT FIELD NOW HAS
ITS OWN MAGAZINE

The first number of a new business paper, entirely devoted to the Farm-Light-and-Power trade and industry, will be issued on September 1st. It will be known as

FARM-LIGHT AND POWER

For Manufacturers, Distributers and Dealers

FARM-LIGHT and POWER is based on the belief that the Light and Power industry is a permanent factor in the business of equipping the farms of the country, and that the ten thousand or more men who are today selling Farm-Light plants and accessories to farmers are entitled to a business paper of their own. It will give them the sort of merchandising and service advice which heretofore they have been unable to obtain.

FRED M. LOOMIS

Directing Editor of the Curtis Business Papers, Inc., will have supervision of the editorial policy of FARM-LIGHT AND POWER. Mr. Loomis, as a member of The Class Journal Editorial Staff, contributed practically all of the Farm-Light and Power articles appearing in MOTOR AGE, MOTOR WORLD and AUTOMOTIVE INDUSTRIES. He is exceedingly well posted on the merchandising problems of dealers who are selling to farmers, having devoted the past ten or fifteen years to an intimate study of such problems all over the country.

GEORGE W. WARD

until recently a member of the Power and Light Sales Organization of the Western Electric Company of New York, and previously on the staffs of IRON AGE, HARDWARE AGE and RAILWAY AGE, will act as Business Manager of FARM-LIGHT AND POWER.

ALLEN SINSHEIMER

for five years one of the Editors on the staff of the Class Journal Company, publishers of MOTOR AGE, AUTOMOTIVE INDUSTRIES, MOTOR WORLD and COMMERCIAL VEHICLE, and now Editor of PAPER, will act as Consulting Editor of FARM-LIGHT AND POWER

ARTHUR J. McELHONE

for the past four years Special Service Representative and later Publicity Manager of the Class Journal Company, publishing AUTOMOTIVE INDUSTRIES, MOTOR WORLD, MOTOR AGE, and five other magazines, and now General Manager of the Curtis Business Papers, Inc., will supervise the policies of this new paper.

FARM-LIGHT AND POWER

will be published by the

CURTIS BUSINESS PAPERS, Inc.
PUBLISHERS

FARM-POWER MERCHANDISER

TRACTOR AND IMPLEMENT EXPORTER

FARM-LIGHT AND POWER

471 Fourth Avenue, New York

CHICAGO OFFICE: 1105 MALLERS BUILDING

Automobiles Abroad

(Continued from Page 12)

unfit for travel, and the foreign demand is biggest during those months.

The American automobile is the cheapest car in the world. Its mechanical excellence has been indisputably established. Progressive production methods have been employed in achieving both mechanical excellence and lowest cost. In the earlier days of the industry the European cars were considered of better mechanical design and superior in style and finish. The American product has overtaken and now leads its European competitors mechanically, in standardization, and in attractiveness of design, completeness, comfort and convenience of equipment. Yankee ingenuity has developed into thoroughness and will always maintain its lead. This is not said to the disparagement of our European friends, but merely as a statement of the natural and logical development of this industry under American conditions as to material sources, labor and productive methods.

America exported over 4 per cent of its automobiles in 1919—67,106 passenger cars valued at $74,000,000 and 15,467 trucks at a valuation of $35,000,000. In addition to this, the export of parts amounted to $43,000,000; a total export valuation of motor trucks, passenger cars and parts of $152,000,000. These were sent to ninety different countries; many of them went to destinations where few other American products are used. In the sparsely settled portions of Australia, Africa and other countries where the settlements are far apart, the motor vehicle has been of inestimable benefit. The small farmers alike with the wealthy have been able, by its use, to maintain a contact with their neighbors and the outside world, to reach their markets and transport their supplies; and it often becomes the deciding factor in matters of life and death. They seized upon it in its first development and are today in proportion to their numbers, the largest buyers of cars. To these people the automobile was a veritable Godsend. It has brought into development land at great distances that would not otherwise be occupied. This is, of course, also true in the domestic market. To the everlasting credit of the American manufacturers, it can truly be said that they realized the importance of and endeavored to supply these buyers with dependable vehicles, simple of design, easy to repair and capable of withstanding the hardest usage imposed by rough roads and lack of mechanical knowledge on the part of the owner. The operation of cars under these conditions has been to a large extent responsible for much of the simplification of design, perfection of mechanical device and development of strength and durability, coupled with lightness in materials, that has occurred in automobile engineering practice.

Some American manufacturers, it is true, failed to comprehend what would be expected of their product and found their efforts to keep in such markets expensive and futile, but their bitter experiences have been a warning and example to guide those who seek the foreign markets in a wise and far-sighted way.

MUST HAVE CAPABLE MEN

Delivery of an automobile may be made on its own wheels to a place far distant from the freight station and for this reason it has often been the real forerunner of American trade. As in other mechanical appliances, service is of vital importance to the user, and here again, the user has to have facility of access for repairs and replacements. This is evidenced by the large volume of export of parts. American manufacturers have already established service facilities through their dealers and branches, based on a wide experience in the domestic field, and are rapidly coming to realize that the fundamental necessity of giving prompt and efficient service is the price of future goodwill and business. A dealer whose ultimate object is to dispose of his goods is not likely to appreciate the value of having them stay sold. So our manufacturers, having in mind their experience in building up stable dealers' organization at home, are looking more critically into the capacity, integrity and business methods of the dealers who are to be the custodians of their reputations abroad. Until the early stages of large automobile production, the American dealer was frequently a graduate racing driver. While many of these men rose to the opportunity and became capable and prosperous business men, most of them were soon replaced by others who were schooled in or able to develop along the lines of good merchandising. In foreign countries the same evolution is rapidly taking place; in some, already accomplished. It is essential in building a sales organization in markets whose only frequent contact, except by cable, is by letter whose reply may take weeks or months to return, that the salesman be not merely experienced in selling, but that he should have a fair knowledge of good business methods and practice. He should understand the essentials of banking and have fixed and reliable financial habits. He must be broad-minded enough to study and know the factory viewpoint, at the same time acknowledging that he is the medium through which the buyer is to become and remain a permanent customer of the company, and endeavor to perpetuate a friendly feeling between the two.

In this connection it is not to be forgotten, furthermore, that he who sells American goods abroad is charged with a heavy responsibility for the maintenance of American good will in its national form. America is judged by her product as well as by her men. Tricks in the trade should be dropped at the source and nothing but the finest spirit and ethical integrity practiced in dealing with foreigners. To deal falsely with your brother in America is bad enough, but he who cheats a foreigner is little short of a traitor. No other product benefits more in foreign trade through a reputation of intrinsic merit than the automobile. Unfair dealings, a poor product, or faulty service brings quick retribution in the loss of the market. Eternal vigilance is the price of foreign business. This the American manufacturer of automobiles or other products must realize, and apply his proverbial aggressiveness to the development and extension of foreign markets, and the results will be sure. Yankee tricks are a thing of the past.

Chief as a determining factor in the increase of foreign demand for automobiles is the building of roads. It is not over-estimating to state that if there were serviceable roads for their use, the foreign countries would take within a period of a few years a number of cars to equal those in use in this country. China with its individual accumulated wealth of centuries, would and will buy automobiles in tens or hundreds of thousands as fast as roads are constructed. Russia will some day—

let us hope soon—come out of chaos, and her numberless millions will furnish an enormous market. In these potential markets the automobile must follow the road builders.

GOOD ROADS ABROAD

As an organized industry, the automobile manufacturers are behind an educational movement in the value of good roads. Through the National Automobile Chamber of Commerce, it is endeavoring to place in the hands of authorities, organizations and persons in our foreign trade fields detailed information to this end. Data as to road building machinery, materials, specifications, cost, engineering problems and everything relating to American road-building experience is given, and the endeavor is to enlist those most interested in promoting good road building, paralleling the movement along these lines that has succeeded so phenomenally in this country.

Through this association our manufacturers are organized for cooperative effort in entering and holding the foreign markets. That organization has already proved itself one of the strongest in the American industrial world by its accomplishments in bringing together apparently diverse interests so that they pull together for the whole industry. It has established a foreign trade department which is now an active adjunct in daily use by a large number of member companies. Complete information from all sources and every kind is continually being gathered and furnished in frequent bulletins. Requests for special information or assistance are complied with by letter, telephone, or telegraph. Trade opportunities, note of tariff changes, method of handling shipments and financing, men available and an infinite variety of other pieces of information required by the foreign sales manager, are quickly noted and furnished to members. A trade manual in six languages with both technical and commercial terms is being compiled by experts. This will show in condensed form, everything that is of any possible use in giving a quick and accurate guide to the constantly changing rules and requirements in foreign countries. The department has already been of great value to the members in combining them for organized and prompt resistance to the frequently recurring attempts at trade mark piracy.

The stealing and registering of trade marks has long been a source of great annoyance and loss to our exporters. During the past ten years, hundreds of cases have occurred of the outright theft of automobile names and a system of blackmail has been levied upon the industry which finally brought the manufacturers to a sudden determination that they would do their utmost to stamp out this whole nefarious practice.

In general, the work of the Automobile Chamber is being carried to great effectiveness through complete and thorough cooperation of its members. They are rapidly learning that in the foreign trade the best results for each will be promoted by the success of the industry as a whole. This obviously applies to all American industries. The extension and maintenance of our foreign trade in an adequate way are directly proportionate to the extent to which all American manufacturers cooperate in support of good articles, fair methods, and treatment, looking toward confidence and respect and in elimination of discreditable goods and practices.

Meadon Made Detroit Chairman

Joseph Meadon, general manager of the Franklin Press, Detroit, Mich., has been made general chairman of the Detroit Committee of the Direct Mail Advertising Convention to be held there October 27 to 29.

S. S. Kresge Sales

S. S. Kresge Co. reports sales for July as $4,011,052, a gain of $936,001, or over 30 per cent more than the same month in 1919. For the first seven months of this year Kresge sales were $20,173,104 as compared with $21,302,-121 last year, an increase of more than 22 per cent.

Stavrum & Shafer Get Bait Account

James Heddon's Sons of Dowagiac, Mich., manufacturers of Dowagiac Bait, have placed their advertising account with Stavrum & Shafer Agency of Chicago. Outing magazines and trade papers will be used.

New Rochelle Paper in A. N. P. A.

The *Evening Standard* of New Rochelle, N. Y., has been elected to active membership in the American Newspaper Publishers Association.

Decker Joins Curtis Business Papers

Lowell L. Decker, recently returned from England where he has been selling American business paper advertising possibilities to British manufacturers, and who was formerly with the *Cosmopolitan* Magazine, has been appointed eastern advertising manager of the Curtis Business Papers, Inc., publishers of *Farm-Power Merchandiser, Tractor and Implement Exporter* and *Farm-Light and Power.*

Lewis Leaves Sternfield, Godley & Lewis

I. S. Lewis has resigned from the advertising agency of Sternfield, Godley & Lewis, Inc., New York. The agency name will remain the same as before.

Bryan to Direct Jay-Thorpe Advertising

An ultra-exclusive retail establishment, devoted to Parisian wear for women, will be opened next October at 24 West Fifty-Seventh Street, New York, by Jay-Thorpe, Inc., who are erecting a nine-story building.

Alfred Stephen Bryan will direct the advertising of this institution, which is to appear in daily newspapers, society weeklies and monthly fashion magazines.

Advertising Auditors Form Company

De Lisser Bros., who for the past ten years have been auditing advertising space and making up reports on the same for over one hundred newspapers distributed throughout the country, have formed a corporation under the laws of the state of New York. The first meeting was held in their present offices at 32 Court Street, Brooklyn, N. Y., for the purpose of electing officers for the coming year. The following were decided upon: Rudolph A. De Lisser, president and treasurer; Percival P. De Lisser, vice president; George F. Corcoran, secretary, and L. A. N. De Lisser, chairman of the board of directors.

United Cigar Sales Increase 31 Per Cent

July sales of United Cigar Stores Co. of America were $6,966,623, an increase of $1,829,151, or 36 per cent over July, 1919. Sales for the seven months were $43,254,338, an increase of $10,287,674, or 31 per cent over corresponding period of last year.

Stamm Publishing Co. Reorganized

Stamm Brothers, of San Francisco, have merged their publishing interests. The Stamm Publishing Company, publishers of *Pacific Laundryman*, which was recently moved from Seattle, has been reorganized under the laws of California. The new company takes over the *Pacific Laundryman* owned by A. G. Stamm and the *Western Baker*, published by G. W. Stamm. The new company plans shortly to launch several new trade journals covering the Pacific Coast and Rocky Mountain territory.

Freling Foster Joins The Digest

Freling Foster, formerly industrial advertising counselor of the McGraw-Hill Co. and previously of The Society for Electrical Development, New York, has joined the advertising staff of the *Literary Digest*, New York.

Heads Montgomery Ward

Silas H. Strawn of Chicago has been elected president of Montgomery Ward & Co., the Chicago mail order concern, succeeding Robert J. Thorne, who, it was announced, retired because of ill health.

The Ward and Thorne interests sold their controlling interest in the company last year to George J. Whelan of New York and associates. Harry P. Kendall of Boston has been elected a director.

Making Exporters of American Businessmen

How the General Motors Export Company Is Giving Selected Employes Foreign Trade Training

By L. C. WILSEY
Superintendent General Motors Export Company Training School

WHETHER the Great War, to which nearly everything is attributed, was responsible, directly or indirectly for providing America with the opportunity to secure foreign trade, it was the foresight of J. Amory Haskell, Vice President of the General Motors Corporation and President of the General Motors Export Company that developed the idea of a Training School for Domestic and Foreign Service, and sold it to the executives of the Export Company.

To quote the Vice President and General Manager, P. S. Steenstrup, the Training School is an insurance policy, which guarantees to the Export Company a ready market from which to draw a trained personnel—schooled not only in a thorough knowledge of the exporting and foreign sale of automotive units, but purged of the traits which, though they may make a man successful in this country, handicap him abroad.

The fact that the Company contemplated opening branch offices throughout the world—exclusive of the United States and Canada—made it imperative to develop as quickly as possible a group of men who could be depended on to place and keep the General Motors' products before the world. To that end a Training School Committee was appointed, and as an instance of the keen interest taken in the project by those in control of the destinies of the Company, this committee included in its membership the President and two Vice-Presidents, as well as the Sales Manager. A sub-committee was immediately instructed to investigate the situation, visit other corporation schools, and make report of its recommendations.

Training Exporters

THE Foreign Trade School of the General Motors Export Company, described in the accompanying article, is making many markets where but one existed before, by teaching carefully chosen employes the duties that contribute to profitable exporting.

Mr. Wilsey herein describes the workings of this Export School, and it should be clear to the heads of any great American industrial enterprise that here is an example which may, if faithfully followed, result in a largely broadened selling field.

The Export School removes the greatest of all barriers to successful exporting, by giving to that important phase of marketing men who are fully equipped to sell American goods abroad by understanding methods. — THE EDITOR.



A Typical Scene in the General Motors Export Company's Training School

To list the plants visited and the personal managers interviewed would require too much space; but it is greatly to the credit of the foreign and the domestic trade in general that a ready and wholehearted response was had to the request for information, and much valuable help received. As a result of a survey of our own problem it was decided to train men for positions as salesmen, technical representatives, and accountants—the idea being that salesmen would start out as Juniors, and would have as their objective the Branch Managership; technical men would begin as traveling mechanical advisors with the object of becoming some day the Technical Supervisor of the Branch; while the accountants would begin as office men and eventually become Business Manager for the Branch Office to which they might be assigned.

WHOLEHEARTED RESPONSE OBTAINED

Based on the information obtained and the advice received, a somewhat lengthy application blank was drafted, designed to leave very little of value about the candidate unknown. These blanks were built upon the experience, successful and otherwise, of a large number of organizations with a long record for success in choosing men from many walks of life and many sections of this country.

In order that the men might be given as adequate training as possible it was decided to make them student-employees of the Company at $100 per month during the period of school instruction, which would last approximately a year, and to assign them immediately to the different departments of the Company offices in New York City. Here they would be taught the routine duties of each department from 9 a. m. until 3:30 p. m. daily, except Saturday, and would then be given instruction in the following courses until 5:30 p. m.:

Accounting, Salesmanship, Foreign Languages, Gas Engines and Automobiles, Commercial English and Cables, Foreign Trade.

So that this instruction might be given in adequate manner and

under favorable conditions, a lecture and class room was taken over, and equipped with all facilities, including maps, projectoscope, an automobile chassis, and a library of text and reference books.

RESERVE LIST MAINTAINED

Since it was considered highly desirable to have a large number of men who might be called upon at any time to fill vacancies caused by failure of men already in the School to maintain the standards set, plans had to be formulated to supply these reserves with as much of the instruction material as possible. With this in view, an editorial and correspondence department was provided for, the duty of which would be to take down verbatim reports of all classes except those in foreign languages, edit the transcripts, have them approved by the executives of the Company, and then duplicate and issue them to the men on the waiting list, conducting periodic tests and sending out problems that would demonstrate the fitness of these men to be appointed to fill vacancies.

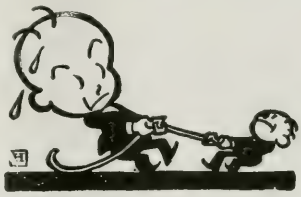
Of the difficulty met with in securing a faculty, competent and available, to give instruction in the subjects, more need not be said than that it required two months; but that the results justified the effort expended. In connection with the course in Foreign Trade it may be of interest to know that the plan finally adopted was to have the Export Company draw up a statement of what it considered the men should know of this field when the course was complete. This statement was submitted to an expert on the subject, who, in turn, amplified and revamped it so that it would have coherence. The main sub-divisions were then taken as lecture subjects, a comprehensive outline drafted for each, and recognized authorities on the subjects to be treated were invited to present their views and conduct informal discussions.

There was no difficulty to secure more than enough students to make up the quota for each group, for a large number of eager applicants came from the ranks of the Export Company alone. But, although first preference was given to our own men, it was clearly realized that it would be unwise to take too many students from the personnel of the organization at the start. For that reason only a few of the best were admitted actively to the School, and two other groups were organized to take care, first of those who desired to serve the Company overseas but could not be spared from their present duties, and second for such employes as could not or did not desire to go abroad, but who wished to enhance their value to the Company by developing their ability and improving their knowledge of export technique and of such subjects of a general nature as would render them more efficient. These two groups were given part of the training on Company time and part of it by correspondence along with men on the waiting list outside the organization.

HOW THE FACULTY WAS ASSEMBLED

A booklet, announcing and describing the organization and scope of the work was mailed to one hundred and ten colleges and universities, as well as to several trade publications in the export field; and before the school was ready to admit students a large number had requested application blanks.

Still, the requirements both in education and experience, as well as the high standard set for personality, character, and gentle-



RUBBER!!!

WE'RE not stretching the point a particle when we say that in most of the thirteen hundred pulp and paper mills on this continent, the purchase of rubber goods constitutes one of the most important items in the annual budget. Hundreds of thousands of dollars monthly are spent on rubber steam hose, deckle straps, machine hose, fire hose, rubber covered rolls, packings, belting and so on.

There is no choice about the use of rubber in the paper mill—nothing else will serve the purpose. But there is a choice when it comes to buying—the mill man orders from the manufacturer he has learned to know through the pages of his industrial journal.

Usually that means through the pages of PAPER, because this publication is an elastic medium that stretches enough to completely cover the entire industry. And of course there is a real come-back from advertising in our pages—returns that mean sales and permanent, profitable business. Ask us why.

PAPER

The Production Journal of the Industry.

471 FOURTH AVE., NEW YORK CITY

manly attributes narrowed the selection down to a picked group, and left a waiting list that was by no means too large, in view of the high mortality that was expected; for, to quote our President, fifty per cent of the success in getting the right men lies in careful selection, and the other fifty in elimination of those who prove unfit, either in personality, mental equipment, or character.

We are now considering applications of men who wish to enter with the next group in October and have been visiting several universities and colleges in search of available candidates. While it has been found, both in our interviews at the Personnel Office and at colleges, that few students know how to sell their services, nevertheless nearly all the men seem anxious to know what the Company offers not only in the way of immediate advancement upon completion of the Course, but even after assignment to foreign station.

Liberal Arrangements Made

It was perhaps unfortunate that for our own convenience we designated the classes as A, B and C, for the psychology of this nomenclature was soon evident in the rush that was made for "A" blanks and in the comments regarding "B" and "C" blanks; for the men assumed that since salesmanship was called Class A, technical work Class B, and accounting Class C, the remuneration and opportunity would be in descending order.

However, in order to make matters as clear as possible a statement was secured from the officers to the effect that even though a man might finish the Course with credit he would not be sent abroad immediately, save in exceptional circumstances; but that he would be assigned to a position as a regular employee of the company, and that only those who showed especial ability and adaptability both during the preliminary and subsequent training period would be permitted to represent us abroad. Of course, there would be increases for all of from 25 per cent to 75 per cent or even 100 per cent upon graduation from the School and assignment to positions in the company offices.

After proving further their fitness for overseas assignment, these men would be chosen as vacancies occurred and sent to such foreign stations as their preferences and command of languages would permit; and upon sailing for Zone Headquarters, another salary increase would be effective. This would be sufficient to permit the man to live comfortably and to have a surplus for deposit in the Employees' Savings and Investment Fund; an arrangement by which an employee may invest 10 per cent of his salary (up to $300) yearly, which sum is matched dollar for dollar by the Company and on both of which sums he receives 6 per cent interest compounded semi-annually.

No restriction is placed on marriage, and for those who have families, the Company pays the passage to Zone Headquarters. The accountants would naturally live in the city where the Branch Office is located; but the Juniors, both technical and sales, will be travelling probably three weeks out of four, or six weeks out of eight. While away from headquarters, all legitimate expenses are paid.

Naturally, with such liberal arrangements and such opportunities not only for education but for advancement, the Company expects and has been able to secure unusually high grade men. Although, other things being equal, a man with full college education is desired no matter which class he is applying for, this requirement is waived in cases where experience, training, and personality indicate the wisdom of such action.

Familiarity with automobile engines, electric starting and lighting devices, and a working knowledge of their functions is desirable for all classes; but of course the technical men must be much more thoroughly grounded, not only in theory but in practice. In short, the ideal man in this class should have had technical training plus actual experience in locating troubles and making repairs.

Those who are to be trained as accountants are required to have at least a high school education plus some experience in accounting work, although they are not expected to be public accountants or auditors. Since these men will have charge of all office help in the branch, will adjust claims, and will be both office and business manager for their branch, a good personality plus sound common sense is of great importance.

High Standards for Salesmen

The highest educational attainments are required of those who desire to become salesmen—not because this work is more important than that of the others, nor because these men will be more highly paid; but because we will take men with less previous experience in this particular line, and we can therefore, afford to demand more in the way of mental training as a basis on which to work when

Ruthrauff & Ryan
INCORPORATED
ADVERTISING
401 Fourth Ave. at 28th St., N. Y.
Chicago: 30 N. Michigan Blvd.
Baltimore: 209 N. Liberty St.

WANTED: A first-class technical copywriter, and general advertising man. A real opportunity for the right man. State age, experience and salary desired. Box No. 277, care Advertising & Selling.

UNDERWEAR HOSIERY
Underwear & Hosiery Review
330 BROADWAY NEW YORK

We specialize in house to house distributing of
Advertising Literature and Advertising Samples
We solicit your account.
JAMES T. CASSIDY
206 No. Front St., PHILADELPHIA, PA.
Write for our paper "FACTS."

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.
POSTAGE · 18 East 18th St., New York City

"GIBBONS KNOWS CANADA"
MONTREAL TORONTO WINNIPEG

teaching them our sales methods and policies.

In order that there may be as few errors in selection as possible, the application blanks are reviewed independently by four competent members of the Personnel Staff, and if there is sufficient agreement as to the man's desirability for the work applied for, he is given a physical examination by a staff physician. If this is satisfactory he is invited to come to the company's offices for an interview, at our expense, should the railroad fare exceed a certain nominal sum. If the interview is satisfactory to the same four, who talk with him independently, he is sent to the department head under whom he would work if ultimately sent abroad. If this executive considers him desirable material for training and the type of man he would want to send out, he indicates this on a form which is sent to the Superintendent of the Training School.

How the classes function

Such a plan is a positive check against improper selection, for the Admissions Committee does not only the rough sifting but the fine combing, and sends to the department heads only the best material, yet even some of these men are rejected for good and sufficient reasons. This, of course, reduces the turnover, which might result from the selection of men not acceptable to those who must finally choose the overseas representatives.

Once in the School a man has a full life, for while he is an observer in the various departments of the Company from 9 A. M. until 3:30 P. M., he is an active worker from 3:30 until 5:30. On Monday he has Accounting and Foreign Language; on Tuesday and Thursday he is taught how to write effective letters and cables, as well as the elements of Foreign Trade; on Wednesday he is taught Salesmanship and Foreign Language; and on Friday he studies the Theory of Internal Combustion Engines and Automobile Construction, and has his final lesson for the week in Foreign Language.

In order that the class room work may be as practical as possible, the Course in English and Cables requires the men to write letters weekly, which are based on the subject matter of the Course and which solve an actual routine problem in the business of the company. All phases of the correspondence are taken up, from sales to adjustments; and special effort is spent in helping the men to impregnate their letters with the house tone and policy. Under the subject of report writing two reports were asked for: one was to investigate the present method of recruiting candidates for the school and to recommend a better plan; the other, for which prizes of $100 and $50 were offered, included research work on the sales possibilities of given territories.

In the course in Salesmanship, which, by the way, is conducted by our own department heads, the work is dramatized, and the men are instructed in the way to approach a prospective distributor by staging a demonstration, under the guidance of the salesmanager himself. The peculiarities of different countries are explained through questions and answers prepared by the men who are now in the field, for they are taking a keen interest in this work.

When it comes to dramatizing the work in internal combustion engines, it seems to us that no better way could be found to bring out all the points than to have an experienced man take the part of a distributor or dealer who is having trouble, due to a lack of knowledge of the car, while the student impersonates the field technical representative and endeavors to explain the difficulties and how to avoid them. Lessons in the tactful handling of customers are frequent in the three courses just mentioned.

The interdependence of the various departments of the company is illustrated by having Department and Division Heads explain their work by tracing the history of an export order from the country of origin to this organization and then to the country of destination. The students thus get a bird's eye view of what each department does, and how it is done.

Controlled by graphs

In order that there may be no duplication in sending men to departments, and in order that we may know not only exactly where men are at all times but also how long each has taken for every assignment, a graphic control board is operated in the office of the Training School. On this board are indicated all divisions of all departments, with the maximum number of men to be accommodated at any one time as well as the number of days it is estimated an average man would require to complete the study of that particular work. Colored buttons bearing the man's name and the date of his assignment to the division make it possible to tell at a glance how long he has been there and how much longer he would normally stay.

Before the school had been operating four months we learned that it is not practicable to try to mix business with too much instruction—in other words, our employes who had been permitted to enroll in the deferred classes all tried to carry more work than they could physically or mentally attend to; with the result that before long all their studies began to suffer. We can see now that it would have been much more profitable all around had we limited to one course, the work for which an employee of the company could enroll.

The final training

The final lap of the course comes when all are assigned to the shop which the company has in Fifty-Third Street, New York City. Here a thoroughly modern garage and service station equipment is maintained, and the men are put to work at the repair, tear-down, assembly, adjustment, tuning-up, and testing of all the cars and trucks made by the corporation. Road tests and driving instruction are also had, and to add to the facilities which permit individual work and instruction, there is a lecture room where they are given black board and diagram work.

A man can usually count upon being a student at the student's salary for about one year, after which the salary is increased, as was stated, from 25 percent to 100 percent, depending on his ability and the class of work he is able to perform when he becomes a regular employe of the company.

It is the equivalent of two years in college with pay, and at the same time a most valuable education and training in business methods; and only the men who can stand a gruelling course survive; but those who do prove their mental, moral, and physical worth count themselves fortunate, in that they have won a place in an organization where their efforts will be substantially rewarded, and their futures assured so long as they maintain the records they have set.

"Theatre" Magazine in Boston

Theatre Magazine, New York, has established offices in the Little Building, Boston, under the direction of Charles K. Gordon, New England manager.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

Features in this Number

August 21, 1920

"Good Times" Are Up to the Advertising Men....*George French* 5
In common with the nation's banks they can readjust the financial situation.

Pivoting National Sales on Direct Mail.....*Ward Gedney* 5
How the Pittsburg Water Heater Company stimulates dealer activity and sales.

Fixing Advertising Costs in Advance.....*Ernest Cohn* 7
Discussing the basing of appropriations so that profits resulting may carry the load.

Rowe Stewart, New President of the A. A. C. of W..... 10
Successor to Charles A. Otis has had broad advertising experience.

The American Automobile Abroad 12
An interview by John L. Binda with J. Walter Drake, President of the Hupp Automobile Company.

How Much of Your Publicity is "News"?..*Chalmers L. Pancoast* 14
Inside information concerning the methods of William H. Walsh of the Salada Tea Company.

America's Foreign Trade—Past, Present and Future..... 19
The world's markets are wide open to U. S. manufacturers who will enter them.

The Hardware Industry in Foreign Trade.....*W. B. Simmons* 24
American Manufacturers will find favorable reception abroad is based on quality first.

American Trade in the Near East.....*Clayton Sedgwick Cooper* 28
Confidence in us there is high and conditions warrant cultivation of this great market.

Making Exporters of American Businessmen.....*L. C. Wilsey* 38
How the General Motors Export Company is giving selected employes foreign trade training.

Calendar of Coming Events

September 14-16—Annual Convention, Outdoor Advertising Association, Cleveland, Ohio.

September 22-24—Annual convention, National Petroleum Association, Hotel Traymore, Atlantic City, N. J.

September 27-30—Annual Convention, National Association of Advertising Specialty Manufacturers, Hotel Sherman, Chicago.

October 6—Annual Convention National Association of Electrical Contractors and Dealers, Baltimore, Md.

October 11-13—Annual Convention National Association of Purchasing Agents, Chicago.

October 11-14—Annual Convention, National Association of Stationers and Manufacturers, St. Louis, Mo.

October 11-16—Annual convention, American Association of Advertising Agencies, Chicago, Ill.

October 13-15—Annual Convention, National Implement and Vehicle Association, Atlantic City, N. J.

October 15—Annual convention, Audit Bureau of Circulations, Chicago, Ill.

October 18-22—Annual Convention, American Bankers' Association, Washington, D. C.

Pivoting a National Campaign on Direct Mail

(*Continued from page 6*)

that the names of the prospects you select are in the above class.

A very definite follow-up must be arranged. While the mailing campaign is the hub of our service, it is not all-sufficient. This fact must be kept in mind. To depend upon the inquiries and calls in response to letters and literature would, of course, spell failure. The salesmen must go out after the prospects.

Each prospect on the list should be personally seen just as early in the campaign as possible. Each prospect should be carefully studied at the first interview. Further follow-up to be determined from that study.

Recapitulating the various points of the Pittsburg sales plan, Mr. Mentzer says:

Summing up our "Selling the Consumer" service, you have, first of all, a heater than which there is no better on the market. Second, this heater is being persistently presented to over 20,000,000 people through national advertising. Third, the intensified direct mail advertising, coupled with window trims and other publicity at the point of contact, is stimulating sales. Then, add to all this the fact that the Pittsburg Water Heater Company is behind every heater you sell, you have a combination that is full of profit possibilities.

But the main reason why the combination is "full of profit possibilities" is the one outstanding feature of this sales plan—the conception of "direct mail," not as something "hung on" to all the rest, but as the strong, central pivoting point upon which all the rest revolves—or, from another angle, as the sharp, fighting edge and to the sales weapon and not merely one of its decorative tassels.

And average sales during demonstration weeks of one heater to every seven persons circularized, with many others trailing in later from leads furnished during the "drive" weeks prove that the edge is effective.

Goodrich Adds 1,300 Newspapers

According to the "Goodrich Dealer," a publication of the B. F. Goodrich Rubber Company, Akron, Ohio, 1,300 newspapers have been added to the advertising schedule of the company, making a total of nearly 2,000 newspapers which are being used in the consumer selling campaign.

Champion Plug Sales Convention

The eighth annual sales convention of the Champion Spark Plug Company, held at Toledo, Ohio, July 19-31, was attended by over 150 men, and was the first convention, two weeks in duration.

The convention was under the direction of F. B. Caswell, director of sales, who had just returned from Europe. While on the other side, Mr. Caswell established a sales force and office in France, Belgium and London, England, and fifteen men are now working that that territory.

Good. Better. Best.
Never let it rest:
Till the Good is Better
And the Better Best.

Copyrighted



MARTIN ULLMAN
Managing Artist

CLYDE A. CRISWELL
Sales Manager

EDWARD V. JOHNSON
Art Director

GOTHAM STUDIOS INC., 111 East 24th Street New York

First in Selling the Costliest Merchandise

Public Library, Kansas City, Mo.

IN THE rise of Arts & Decoration from obscurity to prominence in twelve months, the advertising of furniture, rugs, wall coverings, tapestries, laces, bronzes, silver plate and related articles shows the recognition given the magazine.

The figures compiled cover the period from January to July, inclusive, of this year. The total lineage of the six magazines which exceed all others in this field of advertising:

ARTS & DECORATION	Seven issues	82,820 total lines
TOWN & COUNTRY	Twenty-one issues	75,720 total lines
SPUR	Fourteen issues	51,640 total lines
HOUSE & GARDEN	Seven issues	40,919 total lines
COUNTRY LIFE	Seven issues	29,748 total lines
VOGUE	Fourteen issues	23,633 total lines
HOUSE BEAUTIFUL	Seven issues	20,503 total lines
VANITY FAIR	Seven issues	14,852 total lines

The statistics are significant in that they prove the capacity of Arts & Decoration to sell any article manufactured for those whose buying capacity is not determined by the cost.

Public Library, Kansas City, Mo.

ARTS & DECORATION

JOSEPH A. JUDD PUBLISHING COMPANY,

Incorporated

25 WEST 43rd STREET : : NEW YORK CITY

Public Library
Kansas City, Mo

Advertising & Selling

AUGUST 28, 1920



COLOR ADVERTISING in The Chicago Tribune

The Chicago Tribune a few months ago, offered to sell the back page of its Sunday tabloid fiction section in four colors. It was immediately bought for a year in advance by four advertisers, each taking thirteen pages running on alternate Sundays.

These pages made an instant hit with agents, advertisers, retailers and consumers. One agent writes:

"We have been much pleased with the Chicago Tribune pages —they seem to improve with each issue."

Public Library
Kansas City, Mo

The Chicago Tribune now offers the center spread of its Sunday fiction section in four colors at $35,100 for 13 insertions in one year, or the inside back cover at $15,600 for 13 insertions in one year.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Tribune Bldg., Chicago

512 Fifth Ave., New York

406 Haas Bldg., Los Angeles

Send for The Chicago Tribune's 1920 BOOK OF FACTS



"That Broadside Smashes Home"

"Gloves for hard work. Strength! The idea of strength is carried out clear through. Why, even the paper is strong. Not a sign of a crack where it is folded through the illustrations."

THE idea of emphasizing basic sales points in broadside advertising is increasing sales for thousands of advertisers. To portray strength, beauty, dignity or any other feature successfully, **paper** must be selected as carefully as copy and illustrations. Results prove this. Send for booklet "Paper as a Factor in Modern Merchandising," which explains.

Foldwell is peculiarly adapted to the "dominating idea" in broadsides. Its specially prepared surface and long-fibred strength can be used to your advantage. Foldwell coated Papers are made in Book, Cover and Writing.

CHICAGO PAPER CO., Manufacturers
829 S. WELLS STREET CHICAGO, ILL.

Nationally Distributed

FOLDWELL

COATED WRITING
COATED BOOK
COATED COVER

Start
Your Southern Campaigns
in
New Orleans

An Active
Buying Market

Dealers alive to advantages of handling advertised products.
Residents of city responsive to advertising.

Reach the Vital
Prosperous Field-The City Proper
use
New Orleans States

Large Circulation Concentrated in the City

Suburban New Orleans is too limited and scattered to economically merchandise and advertise to.
The city circulation of *The New Orleans States* will produce quick, more profitable returns at a lower cost.

Want More Information?
We'll Gladly Furnish It.



New Orleans
STATES
EVENING SUNDAY

ADVERTISING & SELLING, AUGUST, 28, 1920
30th year. No. 10. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1870. Price, 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City



The Standard Group
for
The Standard Market

Agriculture is the only self-sustaining industry.

Agriculture is essential to, but independent of, city life.

Agricultural wealth exceeds that of all other industries combined.

Agricultural *income* has increased more rapidly than that of any other industry.

Agriculture has **created** most of the 129,000 towns of 3,000 and under.

half the population of the United States.
In these towns, or upon farms, reside more than

The Standard Group of quality farm papers, edited by fifteen separate editorial staffs, located at important points throughout the country, goes 52 times a year to 1,150,000 farm homes—or one out of every two **better-than-average** farm homes.

Sell a Standard Farmer and
you will sell his neighbors too.

The Standard Farm Papers

The Ohio Farmer
Established 1848

The Wisconsin Agriculturist
Established 1877

Prairie Farmer, Chicago
Established 1841

Pennsylvania Farmer
Established 1880

The Breeder's Gazette
Established 1881

Wallaces' Farmer
Established 1895

Pacific Rural Press
Established 1870

The Farmer, St. Paul
Established 1882

Hoard's Dairyman
Established 1870

The Nebraska Farmer
Established 1859

The Progressive Farmer
Established 1886
Memphis, Dallas
Birmingham, Raleigh

The Michigan Farmer
Established 1843

Western Representatives
Standard Farm Papers, Inc.
Conway Building, Chicago

Eastern Representatives
Wallace C. Richardson, Inc.
381 Fourth Ave., New York City

All Standard Farm Papers are members of the A. B. C.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising — Established 1891

J. M. Hopkins, President;
H. B. Williams, Vice President;
William B. Curtis, Treasurer;

ADVERTISING & SELLING CO., Inc.,
471 Fourth Avenue, New York, N. Y.
Telephone, Madison Square 1765

M. F. Duhamel, Managing Editor;
Ralph B. Smith, Associate Editor;
George Roosevelt, News Editor.

30th Year | AUGUST 28, 1920 | Number 10

Helping the Trade to Understand Your Merchandise

Some Examples of Effective Sales Efforts With House Salesmen, Dealers and Ultimate Consumers

By JOHN M. SCHLACHTER

R. A. Bartley, Wholesale Grocer and Importer, Toledo, Ohio

THE national manufacturer is always interested to know just how he can improve his relations with the wholesaler and also the retailer, how he can educate jobbers' salesmen to understand his merchandise, and how he can generally strengthen his relations with the trade.

That isn't a mere statement—it is a hard fact that stands out and has puzzled more sales executives and advertisers than almost any other problem. How can I get under the skin of the distributor and the retailer and get them to believe in my goods so that they will get behind them?

Most of the old established businesses have been wrestling with this question for years and some of them have solved to a degree the perplexing situations that at first confronted them.

THE DEMONSTRATION METHOD

One of the great tobacco companies with a national organization has for some time past employed an educational campaign to acquaint the jobber, his salesmen, the retailer and even the consumer with his goods. The work is carried on through their salesmen and specialty crews. A small outfit built so that it can easily be transported in a grip or traveling bag is employed. This outfit consists mainly of an alcohol stove and two or three pans. The salesmen take the combinations and demonstrate their patent processes of curing, flavoring and finally blending their tobacco for the smoker by heating it in one of several pans to varying degrees of temperature, thus bringing out the qualities of the product. So successful is this that you actually are made to smell and almost taste the chocolate flavoring and the good, appetizing blending of this tobacco. The entire proceeding is interesting as well as educational and any salesmen or dealer who has witnessed it cannot help but be convinced that tobacco, thus processed, is all that is claimed for it, and he will surely be in a position to talk the brands of that company as compared with others about whose processes, mode of treatment and handling he knows nothing.

But not every product lends itself to demonstration or has an appeal as universal as tobacco.

ON A PLATFORM OF COOPERATION

A corporation marketing a household accessory that is sold through the jobber and the retailer and which is widely advertised, forcefully brought his goods to the attention of his salesmen, wholesalers, dealers, and the housewives by means of sales letters that are in themselves very comprehensive. Each group is reached with a letter that has a distinctive appeal. And regarding their merchandising policy an official has this to say:

"The key-note, or first principle of our sales organization is cooperation, both to the jobber, which includes jobber salesmen, and the dealers alike. We believe in hearty cooperation. Of course we first know and believe that we are manufacturing the best product of its kind to be had and we do not feel that we are overstepping ourselves when we say that 'Tite Grip' is the leading household patch.

"Our goods are quality products, and we believe in them to the extent that we are not afraid to say so openly, and we are willing to back up what we say. With this sound and enthusiastic belief, our sales organization is able to go into sales conferences of our jobbing friends and impart this knowledge to the jobbers' salesmen. We also write the wholesalers' salesmen direct telling them of the good points of our product as well as any other selling helps that we can pass along and which we know to be effective in getting the jobbers salesmen's cooperation.

We furnish electrotypes for jobbers for listing our product in their catalog and furnish electrotypes to dealers for use in their home mediums. We furnish catalog inserts to go in the jobbers' sales catalog, and we furnish the jobber with inserts to be mailed out with their invoices and statements showing their imprint on same.

There are, of course, a good many other things that we are constantly doing. Some are of a timely nature while others have a definite purpose planned in advance.

The letter mailed to the wholesalers' salesmen is intended to create interest and impart information about our goods and its uses and our adver-

Putting Over Your Sales

THE problem of getting wholesalers and dealers to push your line, so that the route to the consumer will be the most direct is ever present with manufacturers.

The degree of success obtained in this, which is the most important phase of marketing, depends upon the comparative efficiency of the methods employed.

You know your competitor's line; you have an inkling of his methods. It is up to your advertising and sales departments to meet marketing competition, just as it is up to your production department to meet production competition.

The wholesalers and dealers who will handle your goods naturally desire the best quality of cooperation. The writer of the accompanying article has sought to point the way to a close approach to your trade—to a better relationship, through which your goods will find increased favor.

THE EDITOR.

tising. We believe these letters are read quite consistently. An example of this type of letter is this:

If the best salesman in the world would cover your territory just ahead of you, explaining the merits of your product and creating a ready-made demand by the time you arrived to take orders, wouldn't you be in luck?

Well, that is just exactly what is being done for you with Tite Grip household mender for everything rubber. Advertising—the best salesman in the world—is on the job in your territory.

The country is being flooded with Tite Grip advertisements. This campaign is the biggest ever undertaken in the patch industry.

Tite Grip is not a new article. It is a new adaptation of an old idea. The only difference is the thickness of the rubber.

There has been a long-felt want among housewives for a product for patching household rubber articles. A thorough investigation agreeably surprised us as to the market for such a product and after months of experimenting in our laboratories—sampling and investigating — we have perfected this patch for household mending.

Tite Grip is of a light weight rubber, necessary for patching the more delicate articles, such as hot water bottles, rubber gloves, ice bags, air cushions, bathing caps, rubber hose, rain coats, rubber boots and shoes. Applying Tite Grip is simple. Clean the article to be repaired, with the buffer. Apply an even coat of cement and let it dry thoroughly. Next apply the patch and press it well into place. The article is ready for immediate use, being made air-tight or water-tight. Articles which formerly were contributed to the national junk heap will be made as good as new. There are approximately 24,000,000 homes in the United States, meaning that many possible purchasers.

We know you appreciate the great market for this new product, when you take into consideration how much money it will save the purchaser. All merchants are interested in saving money for their customers. You are interested in giving your dealer friends an opportunity to do this. Your house is now ready to fill their orders.

Extensive advertising will be given this article in magazines which have a distinctive reputation for being read by the housewife—the very interested customer.

Tite Grip is packed three dozen in a handsome display case, with suitable counter advertising cards. Window display cards will be mailed upon request. The price to the dealer is $4.80 per dozen. It sells for 60 cents a package, making the merchant's return $7.20—a fine profit on merchandise which will save the purchaser many dollars and make friends for your house.

While this letter is by no means prefect and is somewhat long, nevertheless it tells the whole story and makes it possible for a salesman to take a sample package and, with the information acquired from the letter and a little imagination, sell his customers first time around.

The letter to the dealer in this series is intended to pave the way for the jobbers' salesmen and does not solicit business for any particular house but gives the retailer an opportunity to place his order with the wholesaler who first solicits him. It follows:

For months we have been experimenting in our laboratories, investigating and perfecting a rubber patch for household articles. The result is Tite Grip patch, which fills a long-felt want of the housewife for patching such articles as hot water bottles and countless other objects which have, in the past, found their way to the junk heap when a small rubber patch would have saved them.

Many dollars will be conserved each year by the use of this patch.

A can of Tite Grip contains two colors of rubber—red and black—for either red or black rubber articles. A can will make 330 ordinary patches. It costs the consumer 60 cents, two cents for each repair, (worth while, isn't it?), besides it shows you a handsome profit.

You are, of course, interested in saving money for your customers and at the same time gaining their good will and friendship and in addition you have an opportunity to cash in on a great market for this new product. It will be extensively advertised in order to let the housewife know its good qualities.

Ask your wholesaler about Tite Grip patch. Profits are good and you will make many friends by offering it to them.

This letter is intended to acquaint the dealer with the product and leaves it to the jobber to cash in on this cooperative effort. In the main it accomplishes it purpose and the fact that over 50,000 dealers carry the products of this manufacturer tends to the belief that the jobber is trying to do his part.

The other letter in the chain is mailed to the housewife on lists furnished by the retail dealer. Its purpose is to arouse interest and tell the thrifty housekeeper where she may obtain it and actually get her to ask for it. It runs thus:

THE DIRECT-MAIL EFFORT

You patch and darn your silk hose, don't you? Of course you do, for it would be sheer extravagance and wanton waste if you did not. But you, no doubt, like thousands of other women, have been forced to discard your hot water bottles, rubber gloves and numerous other articles used about your house and home, because you had no satisfactory and economical way of patching them. That is what Tite Grip patch is for. It will permanently repair any leak and make rubber articles water tight at such a small cost as to be almost infinitesimal.

A 60 cent can of Tite Grip patch will restore sixty dollars worth of rubber articles to their original usefulness. It is easy to apply and requires but a moment's time.

Buy a Can And Keep It Handy.

Please read the enclosed circular, which will tell you all about this useful household article and where you can buy it in your city.

This letter has successfully created many inquiries and has been the means of introducing this product in many homes, because, for the greater part, the retail merchants have cooperated by furnishing lists that were live and have aided in selling the prospect.

Cooperation of the kind that will start with the jobber and work on through to the consumer is of an unusual sort and can scarcely fail in getting the wholesaler, the retailer, and the consumer better to understand the product of that manufacturer and eventually to produce sales.

"Rub Elbows With the Buying Public" Gibbs Says

Make it a point to go out in the field once in a while to get a new perspective of the dealer and consumer attitude toward your product. This is a tip to advertising men from E. D. Gibbs, advertising director of the B. F. Goodrich Rubber Company.

Mr. Gibbs recently returned to Akron after an automobile trip to New York. On the way at numerous cities and villages he made it a point to interview tire users, without disclosing his identity, on tire performance and tire advertising and to visit dealers' stores with the aim of obtaining first hand information regarding business conditions.

"It is astonishing," said Mr. Gibbs, "how many new angles one can learn about his work when he gets several hundred miles away from his desk and rubs elbows with the buying public. You get a new slant on many phases of business which is impossible to obtain from sales and trade journal reports.

"What surprised me most was the way people are now reading tire advertising. The average motorist with whom I chatted showed that he is conversant with the talking points of the various tire advertisers. Furthermore, I noticed that many of them were real advertising critics and were able to discuss intelligently the merits of the respective companies' advertising."

Mr. Gibbs stated that he found constant use for his note book while out on his trip. After many of his conversations he jotted down live hunches for future advertising campaigns.

Paper Mills Ask for Cars

Many newspapers will have to suspend publication because production and shipment of print paper must cease unless the Interstate Commerce Commission modifies its priority orders in allocating coal and wood cars, says Philip T. Dodge, president of the International Paper Company. In a letter appealing to the commission for consideration of paper mills' needs for rail equipment to deliver fuel and pulpwood, Mr. Dodge said more than 400 newspapers of the United States directly dependent on the International Paper Company for their paper stock now are "living from hand to mouth."

"There is no accumulation of paper," Mr. Dodge said. "The newspapers are using paper daily as they receive it. There is no immediate shortage of pulp wood for our supplies. We have stocks for several months ahead piled up along railroads, with men waiting to load it into cars. Rolling stock is all that is needed to get it to the mills. Coal cars must be allocated to us to bring us fuel to run the mills."

Capitalizing the Celebrity - and Making Him Responsible for the Product

The Oldfield Tire Company Carries the Development of Testimonial Advertising a Wise Step Forward

By C. L. REELY
Advertising Director, The Oldfield Tire Company

"PURVEYORS to His Majesty the King," they say over on the other side of the pond.

—And the king's name sells the goods.

"Betty Beetleboob, the bright, particular star of filmdom uses it exclusively," is a more familiar effort in the same direction that we meet here, there, and everywhere on this side.

—And "Beautiful Betty's" name sells the goods.

—But neither the king's reputation nor Betty's fame are going to suffer if the product adorned by the arms of the one and the face of the other falls short of quality promise.

IS THE "TESTIMONIAL" PLAUSIBLE?

The use of celebrities as sales arguments is "old stuff," and, to the initiated, "weak stuff": on the other hand, because so many who read Betty's glowing testimonials supported by a reproduction of Betty's glowing beauty are uninitiated, it is—several times out of ten, even in these cynical days—"good stuff."

However, it must be admitted that our credulity has been imposed upon so often, and frequently so crudely, that the effectiveness of this form of sales argument has been greatly reduced of late.

Is this a diatribe against the use of testimonial advertising, or confidential advice that the game is played out?

Ni l'un, ni l' autre, as we learned to say in France.

Let us revert to our initial comment on this form of advertising: "* * * neither the king's reputation nor Betty's fame are going to suffer if the product * * * falls short of quality promise," we said.

In other words, they are irresponsible endorsers.

But suppose we set the king to work grinding and inspecting the flour that he endorses by implication and put "Beautiful Betty" in overalls turning out the cold cream that she O. K.'s with less indiscretion—make them both personally responsible for the goods: doesn't that suggest a new development in the use of the celebrity as a sales argument; wouldn't it go a long way toward restoring the testimonial to legitimacy?

This is the development sponsored by the Oldfield Tire Company of Cleveland in making the "king of the Speedway" and the "bright, particular star" of motordom its president and active business head.

WHAT OLDFIELD'S "TESTIMONIAL" MEANS

Barney Oldfield's testimonial to the quality and service of Oldfield Tires is the testimonial of the responsible agent in their production and in the maintenance of their quality and service and it is respected as such.

This step forward taken by the Oldfield Tire Company in pushing the celebrity advantage to the ultimate limit may recommend itself, or some variation of itself, to others who have been using the testimonial sales argument. Of course, all kings are not as progressive or amenable and all "stars" are not as capable as Barney Oldfield.

It didn't all "just happen" in the case of the Oldfield Company.

First there had to be the men, the money, the desire to enter the tire industry in a big way and the vision of celebrity advantages.

Next, there had to be the celebrity—a celebrity whose name and experience would have weight with the users of tires.

Finally, the company promoters had to be assured of the willingness of the celebrity to enter actively and wholeheartedly into the production work so that there should be no "make-believe" about the statement that the Oldfield Tire was the Oldfield Tire, de facto as well as de iure.

All these essentials were fulfilled in this case. The combination worked fast. Within a month from the date of incorporation the Oldfield Tire Company had flung its banner to the breeze at the national automobile show. Its newspaper announcement appeared, its headquarters were in active operation and it was contracting with dealers and distributors.

Within two months the mails and business papers were telling the tire merchants of the world that Barney Oldfield was building tires. The third month saw the beginning of the national campaign to purchasers and the delivery of Oldfield Tires in active progress.

That was in March, 1919.



"Copy" that sells the celebrity first and makes the product of secondary importance



Bringing up old memories and accomplishments to build prestige for the product



Borrowing racing history to drive home a "deliver-the-goods" message

Today, the Oldfield Tire Company is an established factor in the field of high quality tires, with a production running well up into the millions and a distribution through thousands of dealers, that is already reaching out into foreign lands.

Such a merchandising success implies a highly effective sales story. That story The Oldfield Tire Company acquired, ready-made, through the possession of its celebrity.

And what a celebrity it had to conjure with!

Barney Oldfield! The pioneer of automobile racing; before the public for twenty years and now the "Master Driver of the World"; a man whose name is the personification of speed; whose face is familiar to the readers of every newspaper; whose exploits are memories of almost every race, large or small!

"You know me," has been for many years the historic preface of Barney Oldfield's signature, and so we do—or believe we do at any rate.

We were, therefore, in a receptive mood to read and believe the details of the story—how Barney Oldfield had, by years of experiment, study and test, developed a tire he could confidently trust with his life; how he had put this tire into production and now offered us the same immunity from tire trouble he had enjoyed during his latter years of racing.

Plausible? Of course! As one advertising man cynically commented, "almost plausible enough to be true."

Yet the Oldfield story is not alone plausible, it is literally and absolutely true.

Advertising Service Proofs

A legion of Mr. Oldfield's personal friends bear witness to his laborious tire interest and his prolific ideas on tire improvement. For years his tire advice has been sought by other race drivers, and his tire example followed. Furthermore, the new Oldfield Tire itself has long since proved its legitimacy by actual performance in the service of others than Mr. Oldfield.

A strong advertising clincher has been inserted into the Oldfield sales story during the last few months. Many of Mr. Oldfield's old friends and associates of the speedways, acting on his recommendation, have used Oldfield tires on their cars, and these cars with Oldfield equipment have finished first in the big races at Indianapolis, Uniontown and Tacoma, making new records for tire reliability in each case.

Perhaps, after all, it is too high a compliment to other celebrites of advertising fame, to lay the Oldfield Tire success at the door of celebrity advertising. Certainly, Mr. Oldfield has become far more than the donor of a testimonial, an endorsement or a name, for he himself designed and developed the product, gave his name to the company which builds and markets it and furnished the personal good will for the initial sales campaign.

When the "Testimonial" is Worth While

His intimate knowledge of tires made him invaluable as a scrutineer of production. A geographical and personal acquaintance as wide, perhaps, as that of any other American, helped him to settle wisely many problems of distribution. Twenty years' experience as a showman had taught him an advertising preception wierdly prophetic.

These qualities, promptly applied, further lifted Mr. Oldfield out of the mere celebrity class. Also, they gave added strength to the company's successful merchandising campaign in which its president is correctly presented, both as a personality and as the active head of the company.

The celebrity as a sales argument?

Yes, indeed—when the celebrity fits, when the story is true, when the article sold stands up and makes good.

—And when the giver of the testimonial is made responsible for the product! ————

McGraw Tire Makes Sales Changes

C. E. Pumphrey, formerly assistant sales manager of the McGraw Tire & Rubber Co., Cleveland, O., has been promoted to the position of general sales manager, succeeding H. M. Bacon, resigned. Mr. Pumphrey has been associated with the company for the past seven years. His old post will be filled by W. H. Hurley, who has held the managership of the New York branch. H. G. Courturier of the Chicago office has been transferred to te general office headquarters in the capacity of sales promotion manager at the head of a newly created department.

Selling Goods Through the Human Senses

How Copy Writers May, With Deftly Handled Descriptions, Stir the Buying Impulse to Action

By RAY GILES

"YES," said my friend who long ago landed with both feet as a writer of advertising copy and sales philosophy. "One trouble with salesmen and advertisement writers is that they don't make their appeals come close enough to the five senses of the human animals."

A case in point which he recalled was that of an explosive manufacturer. This manufacturer produced, sometime ago, a new product which had all the qualities of dynamite except that when thrown violently onto the floor there could be no accidental explosion. In other words, here was dynamite plus safety.

The salesmen were handed samples and sent out to introduce the new product. Sizeable orders began to come in.

One salesman, however, began to show an upward curve in his sales line which promised to resolve itself into a perfect perpendicular that would very shortly pierce the heavens themselves. Obviously this man must be employing some special sales talk. He was questioned. It developed that in selling the new product he used the same talking points as the other men but when he came to the stage of his talk where he wanted to tell about safety, he would lift up a stick of the explosive and say, "Now I want you to see what happens when I throw this on the floor." Then he would pause a few seconds. The prospective customer would blink his eyes or open his mouth to protest. Before the protest was expressed the salesman had thrown the explosive with all his might smack onto the floor.

GETTING AWAY FROM THE ABSTRACT

Other salesmen had talked safety as an abstract quality and thus let the big selling point trickle gently and semi-efficiently into the customer's mind. This fellow let the customer see safety with his own eyes—and that explosion which they expected to hear, they heard not.

It was not mere flippancy that led Sir Joshua Reynolds to write, "There is no expedient to which a man will not resort to evade the real labor of thinking."

In this imperfect state of being the average man is most concerned with the impressions he gets through his five senses.

A copy man in a big agency was given the job of introducing a new popular price underwear for men and boys. On asking about the market he was told that it lay among teamsters, mail carriers, farmers, policemen, machinists, miners and the like.

Passing through the agency's checking department one day he came on a bin of discarded magazines. He saw publications he had never dreamed of before; crude paper of raspberry tinted color, pages of hideous typography.

Here was matrimonial advertisements, novelty, hog remedy, peg-top trouser advertisements. Now, although this copy man attended art shows, haunted book stores and frequented the opera, he was not so far gone that he failed to see the point of a tack when it was centered upward so nicely on the seat of his chair.

SOME "VERY REAL" ADVERTISEMENTS

He read the advertisements in these queer papers with a curious fascination. The big city began to lose its attractions. He felt a strong sunlight burning a mist out of his mind. What made these advertisements so appealing?

Undoubtedly they were crude. For example one said:

We show here a moving alligator, 6 inches long. He looks as natural as life. His mouth is red inside. His teeth shine like ivory. His body is the regular alligator color. But the important thing is his legs, tail and everything are hung on springs and keep moving all the time. No matter how still you hold him, they are always moving and it would require a pretty brave person to touch him.

Put him on the table or in the closet and let your mother find him and she will wake up the neighborhood screaming.

Put him in your father's dinner pail or pocket and see the fun.

A matrimonial paper hailed forth with this:

Hello, hello, girls! Here comes a young cowboy from old Wyoming. Age 27; black hair, blue eyes, dark complected; height 5 feet 6 inches; weight 155 pounds; good looking, kind and loving; don't chew, drink or gamble. I am now firing at coal mines. Want a good honest companion soon, so will say bye bye to all. So write one and all. Income $3.15 a day. I am lovingly to all, Jack L. F———. See photo above.

A novelty catalogue printed:

"TRUMPET IN HANDKERCHIEF"

When some men blow their noses it sounds like a trombone. We have all got accustomed to those queer noises. But now the trumpet in the handkerchief has come to torment us. It's a startler. A small metal trumpet is ingeniously concealed in a handkerchief. On meeting your friends or at a party after chatting awhile you carelessly take out your handkerchief and proceed to blow your nose. It is like a sudden clap of thunder. The ladies scream and your male friends will think they heard the whistle of a steam engine. Everybody will put their fingers in their ears when they see you going to blow your nose again. You can blame the hideous noise to your having a very bad cold and keep the fun up as long as you like. Price 10c, 3 for 25c by mail. The handkerchief itself is worth the money we ask for both. The trumpet can be removed or attached to any handkerchief."

Modestly this message rang out to the music lover:

"ORGANOLIA—PRICE $1.50"

We expect this instrument to take the place of the phonograph, piano, violin, banjo and all other instruments for the following reasons:

1st—It is louder than any of them. Has been heard four miles away.

2nd—It is easier to learn to play it. Many who have an ear for music have

Ignoring the Abstract

Normal humans are credited with five major senses, besides any number of sub-conscious instincts which have survived the refining influences of civilization.

Through these senses they receive the varying impressions upon which their actions are predicated. Sometimes these impressions are received and recorded automatically, but when the senses are stimulated into activity by outside influences they act more strongly and the result is more satisfactory.

It is the idea of the writer of the accompanying article that the five major senses offer points of attack for advertisers, which if scientifically, or at least premeditatively, approached, afford a very definite avenue for the advertising message. He has worked out the idea in an interesting and perhaps profitable manner.—THE EDITOR.

become expert in a week's time.

3rd—It is the sweetest music ever produced on one instrument as it resembles a full band.

4th—It is a handsome instrument, being entirely nickle plated all over and as bright as a new dollar.

5th—It will play fast dance music with bass accompaniment as well as organ solos better than all other instruments put together.

6th—The price is lower and you get a better instrument.

7th—It never gets out of tune and is always ready to operate.

8th—You can earn more money playing for dances, parties, concerts, etc., as it takes the place of violin, piano and cornet together.

Any young man or lady who will get one of these instruments and learn to play it will be all the rage in their vicinity and will be in demand at all parties, dances, musicals, etc. It is about 12 inches long; has the full scale, about 3 octaves and any tune or song can be played on it. To accompany a singer it beats any instrument ever made.

A BOSTON ADVERTISEMENT

But perhaps the greatest shock of all came when he found that a newspaper in Boston regularly carried the advertisement of a burlesque house in which sentences of the following kind were used:

"FLASH"

Just put this in your belfry: That S—— and F—— Avenue girls who dust in this week are all fine feathers—and fine feathers, you know, make fine birds. They're flying high this week, so wise up!

Why rust away to be thrown in the scrap heap when a bunch like this will put you right with yourself?

Flash! The flashiest babes in Burlesque!

George is the clever chap with the wise chatter.

Percy J—— is a dazzler with dreamy lights and a figure that makes Venus hike to cover.

Laura H—— is the velocity maid who is some cut up skirt and

Jennie D—— is up on the warble goods.

DEALING WITH FUNDAMENTALS

When our copy man saw that such advertisements were pulling continuously in the intellectual hub of the universe, he felt that the time had come to think it out.

And then he saw—he saw why this amateur copy gripped him so. Practically every sentence had contained a direct appeal to one or more of the five senses.

It was not a "ferocious, high-grade alligator of international standing" that he had read about.

Instead of that the alligator had a mouth "red inside, his teeth shine like ivory—his legs, tail and everything—keep moving all the time—your mother—will wake up the neighborhood screaming."

The organolia was not merely a "remarkable instrument which marked the dawn of a new era." It "resembles a full band," it was "entirely nickle plated all over and as bright as a new dollar."

In other words the writers had made him see mentally, hear mentally and touch mentally. That was why the copy got one so.

And our hero remembered how an expression "Make your skin beautiful" would sound beside "The skin you love to touch."

And the sun rose higher and higher throwing more light upon the copy problems he had before him. (I may be getting a bit poetical here but bear with me, dear friend, for I am relating actual occurrences.)

WRITING UNDERWEAR COPY

Then he began to write. He said to himself, "If I can get all the seeing, hearing, feeling, tasting and smelling into this underwear copy that I've read, I'm sure that I'll sell the goods. I have the advantage over them because I need not resort to poor English or exaggeration. But I am going to hold on to the sense appeal which made those messages strong. Of course underwear cannot be tasted or smelled or heard, but here are some sentences from what was written, and this is actual copy from actual magazines:

"There is no 'boardy' feel to the texture—it is like pure joy against your skin. Good-bye goose-flesh and chattering teeth. You will want to see this underwear and hold it in your hands. Note the soft, woolley warmth. See those laundry-proof edges and strain-proof seams. The arm is full size. The leg is shaped out at the calf, in at the knee and out again at the thigh—just like the leg that will go inside of it. Stretch these cuffs and ankles—what springiness!

Some sentences from another advertisement were:

Here comes the cold winter snow. No one knows when you will want the comfortable put over your bed. Have a nearby dealer fit you out with—underwear, etc.

Another advertisement read:

"You put on a suit of —— underwear. All through your body its soft, warm fabric hugs with a velvet touch against your skin. You flex your arm. You bend your knee. You stretch and turn and stoop to touch the floor. Always—the fabric responds."

I think that is enough to indicate how the writer met his problem.

THE CAMPAIGN SOLD UNDERWEAR

Among underwear manufacturers it is recognized that the success of that underwear campaign was unusually great. Inside of a year the standing of that trade-mark became nationally strong. The advertiser has increased his appropriation steadily. And would you like me to say that the copy man is progressing nicely too? He is.

In competition to get "class" and "style" into advertisements, abstracts, generalities and the third person have come more and more into the copy you see in the magazines and newspapers.

Such words as quality, purity, value and the like are as common as ever.

"Tell them," said my friend, "the secret of how your goods feel, look, taste, smell and sound. Don't talk about the remarkable tobacco in that unique cigar—tell how it tastes, smells and looks. Don't rave about the magnificent auto with the marvelous chassis, but tell how the car looks and feels when you sit in it and ride in it.

"Don't tire me with the purity and international standing of your canned goods—let me smell their steam, taste their taste, and look at their appetizing color as I eat them in my imagination.

"Remember how hard it is to extract the thoughts out of essays. Remember how easy it is to enjoy jazz, Ostermoors, chicken a la King, silk shirts and a good swim—"

"That's so," I replied. "Let's call it an afternoon and go down for a swim."

Will Teach Dealers Selling

To encourage the sale of underwear, Robert Reis & Co., New York, will inaugurate for retail dealers and their salesmen an intensive course of instruction in the selling of undergarments. The first series of conferences will be held about the first week in October in New York, Brooklyn and Newark. Living models will be used to demonstrate the sales talks.

Davey Is Graham Sales Manager

Roy S. Davey, who has been identified with the Bethlehem Motors Corporation, at Allentown, Pa., has been made general sales manager of the Graham Sales Company, New York.

Solving the Newsprint Situation

Half a dozen duels among newspapermen have been arranged in consequence of the controversy over the newsprint paper question, a Madrid dispatch brings word.

Several of the newspapers demand that the authorities take action to prevent the duels, while the Press Association of Madrid has given the authorities the names of the duelists and asked them to intervene.

Press Must Educate People to Distinguish Between Real and False Economy

Trying to "Run a Sealskin Government on a Muskrat Outlay" Doesn't Make for National Saving—Economy Must Begin at Home

By the HON. WILLIAM C. REDFIELD
Formerly Secretary of the Department of Commerce

AS each session of Congress draws toward its close the leader of the dominant party in the House of Representatives or the Chairman of the Committee on Appropriations rises to state the economies which have been effected through wise vigilance in running the government. The unconscious humor of this performance is enhanced by the seriousness with which it is done. The speakers are earnest, the auditors are interested, the press is attentive, the public hear or read and to some degree believe. Few have memories long enough to tell them that a similar solemn farce is enacted each fiscal year and has so been since the mind of the political observer runneth not to the contrary. Doubtless there are discerning spirits with minds sufficiently keen to pierce between the bone and the marrow of the propositions glibly set forth. It would never do, however, for one of the party in power to throw cold water on its achievements, be they real or not, and attack from the minority is discounted in advance. So the wonders that have been wrought are confessed by those who wrought them amid party applause while those who know either smile or, with knowledge of the futile ignorance of the whole foolish business, are tempted to mourn.

THE OLD, OLD STORY

Any one of these occasions affords a reasonably correct specimen of the others. The *dramatis personnae* hold the same managerial stations. The elected representatives of the whole people having at the time a mass consciousness of party know that what has been done is good or ill according to who did it and are without accurate knowledge of the thing itself done or left undone. The speakers show that they have appropriated so much less than the estimates, possibly less than was granted the previous year, or if more has been allowed it is made clear that by courage and wisdom not so much is to be spent as the extravagant estimates demanded. No one present

GOVERNMENT by indirection produces a type of long distance supervision falsely called economy which means costly waste. . . . economy must be a characteristic of our people themselves before we can expect it to become regnant in our government. The education in this vital respect of our public opinion is a task calling for the best efforts of our press, our literature, and of men of light and leading in our public life."

This message brought by the former Secretary of Commerce to the annual meeting of the National Publishers' Association on August 23 merits the widest dissemination in these days when reaction from extravagant spending threatens to take the shape of extravagant and "wasteful" saving. THE EDITOR.

really knows much about any of the matters discussed but the majority admit they have done well, the minority deny it, the press reports it without itself knowing the basic facts and the country does the best it can under the circumstances.

Nor can even the wizards of the press be wholly relieved from a part in the discordant chorus of ignorance on this subject of economy. Inured to the ways of the world they rarely mistake oral fireworks for practical facts but they do often fall into the error of assuming that the alleged economies would be important if true. Seated on thrones of editorial state, they observe from afar the vagaries of the Congressional mind without being themselves in such contact with the facts as to grasp their full departure from reality. Specialsits in politics are many; specialists on the detail workings of the government are few. Our editorial pages are long on political principles and often short on accurate knowledge of government practice. There is everywhere a keen sense of the obvious. Too many clerks, too much red tape, duplication of work, these and other bromidic phrases fall from the critical lips of some at least who have never learned the detail of administration, who have never consulted the statutes that apply or discerned that work may be on parallel lines without duplication. The singular mental habit exists of assuming unconsciously that when a citizen of good repute enters the halls of Congress he soon becomes an authority of weight on government operations. The Senator from somewhere is quoted as if he really understood that of which he speaks. Fluency and facts are made identical. That subtle sense of superiority we all feel in criticising leads to indulgence in such perfectly safe charges as extravagance and inefficiency—safe because through the fallibility of human nature something can always be found that can be included under these broad titles.

BUT IT'S ALL ECONOMY

Now extravagnce and inefficiency are twin evils against which, where they exist, the vials of wrath may properly be poured forth. Economy is a religion we all think the other fellow should exemplify. Some of us, about in proportion to our actual experience with life, fail to recognize it when we see it. Some indeed insist upon extravagance, label it economy, and cry to a waiting world, "Lo, this which I have done!"

It would be illuminating on some occasion when the prophets of economy as it is wrought were imposing themselves on the alleged Congressional mind, if there were to arise some one who had first-hand knowledge of the facts with freedom to question. If such questions as "what are you leaving undone," and "what does it mean," were then pressed home, they would often confound the orator and awaken protest amongst his colleagues. If again the cost of economy were then and there to be made plain by *one who knew*, there would be times of refreshing dissonance in legislative halls. Let us suppose for the sake of example that in the debate on an agricultural appropriation bill the man with first-hand information drew out the fact that because of its terms the work of preventing hog cholera must stop. Consider the agitation among honorable members from the middle west. A

straight vote in favor of hog cholera would not be large but so long as no one knows and we must have economy, out goes the fund and in comes the cholera. That work, to be sure, is said to have saved forty millions, but nevertheless the committee decides we can no longer afford it and so long as no member knows enough to ask about it we get both so-called economy and cholera. Some keen and stalwart spirit who would search the records of estimates and appropriations committees and could inform himself fully on the facts, might keep the chairmen and members of those committees on the rack of bitterness for many a day, developing hour by hour that these gentlemen either knew little of the consequences of their economy or coldly asserted their own arbitrary judgment over that of experts and administrators. For a record of what poses as economy, that is to say for the absence of spending, is sought of all Congressmen on behalf of their party regardless of its cost to the country or of their personal desire for appropriations.

SAVING TO LOSE

Economy of this type is most expensive luxury. It is in this respect like bad roads—cheap and costly. So is much that is called economy. The old-time farmer would not be mulcted for taxes for a good road. It most too much. So he lived along saving little and spending much. So is Congressional economy, of whichever party born. It often saves at great expense, for the mind of the legislator, like that of the old-time farmer, knows not that wise expenditure is economy and assumes it narrowly to mean the mere absence of expenditure. There seems to be a vague idea that so much is wasted in government spending in ways easily learned and readily corrected if the spirit to do so exists, as to make a serious difference in our national outlay. No evidence has ever been produced to show that such a state of facts is real. A well-known Senator has often been quoted as saying that a million dollars a day (three hundred millions yearly) could be saved. It was not said in well-digested speech but as an aside or an interjection. The remark had "punch" and so has gone far. There is no sound reason to suppose the Senator knew enough of detail to cause his words to be taken seriously or that he meant them as more than an expression of impatience at certain conditions. But even if the statement was accurate at the time, which is more than doubtful, such a saving today, while most desirable and eagerly to be sought, would not go very far to solve our problem.

There are certain acknowledged principles of economy accepted in business and industrial life but which are conspicuous by their absence from government procedure. Work should not be undertaken at all unless conditions permit it to be done in the least costly manner. This is as commonplace in business as unusual in government. Piecemeal appropriations are made insufficient to permit continuous work or a total is fixed which is too small and a deficiency appropriation must be obtained to complete the job. Cases of government work stopped for lack of funds are frequent and costly. Other cases exist where work is done under an appropriation that does not allow the best materials or methods and replacement or maintenance costs are high. We may be able to do without a certain work; we ought never to do it save in the best—that is to say in the most economical way.

"HALE DONE" MEANS WASTE

We should have courage to undertake less but to do well what we undertake. Have we not wisdom sufficient to say, for example, "Let us have a lighthouse service or a coast survey?" Very good, we have them. Now let us see them run in the way which over a period of years is most economical for such permanent services. Let us run these services and others like them thoroughly well before we undertake new services. Let us do in the best way—that is with the wisest use of funds—the work we have in hand before we pass to new works. This simple rule states just the opposite of the present facts. We do not do one thing in the best way before taking up another. We keep on taking up new jobs and also keep on neglecting more or less the old ones. As a result, none is done quite as wisely as it should be, each is done more wastefully than it might be, and the aggregate loss is vast. We have a lot of half-supplied services, living from hand to mouth and worrying along at high cost with what they can get in a way that would destroy an industry. For example, the coast survey has in its history of over one hundred years had but one vessel specially designed for its ocean hydrography. For others it has taken such as it could get, none well suited to the work. It is like a large factory using ancient tools—it runs in an expensive way. Repeated requests have been made for adequate vessels. They have been refused on grounds of economy and the waste goes on and will do so until proper ships are provided.

Incidentally, funds have never been given to this important service to complete the primary surveys of the United States. Such as has been done has been accomplished in bits over a century. We have not learned congressionally that it is cheapest to "follow through."

THE PRESSURE ON THE BUDGET

The lighthouse service at the important station at Portsmouth, Virginia, (Norfolk Harbor), is so limited for wharf room that three of its ships often have to lie alongside one another to load and unload. As this requires stores and cargo for the outer ship to be carried across two others the cost is obvious. The condition is chronic, the expense wasteful. Congress authorized a new yard over two years ago but does not appropriate for it and a waste goes on which the service says costs "not less than $25,000 a year."

A fertile source of waste, therefore, is attempting to do more at the same time than there are funds available to permit doing in the most effective way.

The source of pressure for expenditure is overlooked in most of our discussions of public economy. Congress says the departments are the source of demand for money because the present each year estimates calling for larger sums than Congress allows. Congress does not know and would not believe if it were told the extent to which the departments resist demands from the public for new or enlarged service. Congress, furthermore, has a nice little way of adding items of its own. For example, fish hatcheries. There is a new crop of bills creating them every year, demanding far more than are needed, not always placed where a natural supply of water is available. In at least two now operating water has to be continuously pumped. Parts of the country either seem to regard a fish hatchery as essential to their happiness or their Congressmen feels it one of the things to be gotten "for the district." If the department in cooperation with the proper committee did not reject many hatcheries for which bills are introduced, the hatcheries would in time stand in rows across the land. Bright light would be thrown on "public economy" by tabulating the bills introduced each session providing for new outlays, most of which fortunately fall by the wayside.

WHAT THE PEOPLE WANT

Upon both Congress and the departments, however, comes a pressure

National Advertising

In Daily Newspapers

is coming into greater vogue by manufacturers desirous of marketing their goods most effectively, at lowest cost per sale, and with greatest dealer enthusiasm and co-operation.

There was a time when dealers would stock up on representations of a heavy campaign in the so-called national mediums.

Today the dealers, realizing the failure of such advertising to create consumer demand, refuse to take on a line except on assurance of a local campaign in their newspapers.

They have found that "for sale at all dealers" has grown stale on a public which has become tired of seeking the elusive needle in the haystack.

Local storekeepers everywhere, who have found that over 50 per cent. of their own sales are dependent on local newspaper advertising, naturally prefer such help.

The manufacturer who is wide-awake uses newspaper advertising over the names of local dealers.

This is the only kind of advertising which produces sure-fire sales.

Blindly throwing away advertising dollars in the purchase of space in general mediums, with their heavy duplication and widely scattered circulation, is losing its attraction to those who know.

Every community has its local newspaper, which reaches every worth-while person every day. Local daily newspapers can be selected to cover every community at a much lower cost per line per thousand or per reader than any other medium.

Member A. B. C.

The New York Globe

170,000 A Day

JASON ROGERS, Publisher

for which neither press nor platform makes due allowance. We add to this country every six months a population as large as that of Buffalo, and such a population, as any Buffalonian would tell you, has wants which must be supplied. Furthermore, we are constantly educating through the press this increasing population to make greater demands and public bodies bring heavy pressure on Congress to meet those demands. In 1913 the sum appropriated for promoting American commerce abroad was $60,000. The business world has cooperated in getting that amount raised to over $600,000. The country grows in size and in the sense of its needs and, like Oliver Twist, it calls for more and keeps calling. New buildings, new services, enlarged functions, new commissions, new departments are always urged. Two new departments are today being actively pressed. Meanwhile the central legislature, finding it impossible to meet all the demands, carries on its debates concerning them in the presence of the ignorant and the absence of the informed and necessarily makes more or less a mess of the whole matter The marvel is that we get along so well.

When taxes press and the treasury squirms, orators arise suggesting remedies whose sufficiency would adorn the pages of Alice in Wonderland. Not long ago in connection with a proposed saving of a billion dollars, some wise one evolved the alleged fact that there were 50,000 superfluous clerks in Washington whose salaries cut off would relieve the situation. Round numbers have such an attraction for "fluid" speakers that one wonders why he did not say 100,000. It would have been just as true. The speaker really did not know anything about the subject of superfluous clerks, and had he figured the salaries of the number he mentioned at the average rate he would have found that he had fallen far below even one-tenth of the sum it was hoped to save.

A "STERN PROCESS"

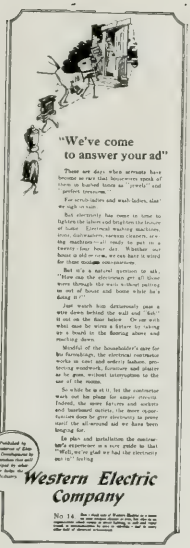
Public economy is not the absence of expenditure but it is wise expenditure. Real economy looks not to the sum spent but to the results obtained. It thinks of the use of money as a toll to do certain work well. Public money is often spent and wasted by letting public plants run down. Such is today the condition of the lighthouse fleet both as to numbers and in some degree as to quality, but for it an appropriation asked of five millions has been refused. This refusal simply means the spending of more hereafter. Public economy, furthermore, is a stern process. We can have it whenever we want it, but we should seek it with eyes open to what it means. No reduction in the force of clerks will save great sums, though, of course, any saving that does not cripple needed work ought to be made. Saving on a large scale must come from doing less work and the public have never shown a disposition yet to have less work done. Contrariwise they always cry for more. Consolidations are possible, duplications are removable, forces are reducible, but none of these or all of them go to the root. We should do away with the so-called "Official Register," which is pure waste, and either should arrange for the mid-period census of manufactures so that it can be properly published or else should abandon it. The tens of thousands this work costs are largely wasted unless a sufficient force is employed to make the information available without long delay. If, however, leaving actual war expenditures aside, we are to save a billion or more, the savings must cut very deep —so deep as to raise a wide variety of strenuous howls all over America. There is little hope for large economies save by abandoning established work, and a great deal of it. Will they abandon meat inspection, pure food laws, supervision of railways and vessels? Take a list of the government services and see which can be done away or reduced for a time to a skeleton basis and see also what will happen if this is done. Shall we cease inoculating fish with clam germs and so stop the pearl button industry? Let us refuse to finish the primary surveys of the country and hear what civil engineers have to say. Let us stop the observation of ocean currents and wreck a few more steamships in so doing. Let us shut down on the constant demand from mariners for further aids to navigation and wait for the sailor's voice to speak. Here is the plain truth—the country itself demands at the same time both more and less expenditure. It wants to run a sealskin government on a muskrat outlay. On the side of its demands it presses in countless ways for greater services and more of them. On the side of its criticism it looks at the aggregate and does not see that its own demands brought it into being. Pressure from the people is insistent and opposite—we must spend less in total, we must spend more in detail. Congress acts as a board of directors, not closely familiar with the current items of government business, touching it in high spots, knowing little and recking less at times of the costly consequences of that which in its speeches it calls economy.

SOME REFORMS SUGGESTED

Yes, we, the people, want to reduce expenditures but the main road through our country must have its share of government funds. We wish thrift but we do not like a cheaply run post office department; we think not of the millions said to be saved but of the service we do or do not get. Yes, we want economy but the army post must not be removed from our neighborhood. We believe in lessened outlay but our harbor must be improved in the interest of commerce. We want economy but do not want to pay its price. Meanwhile the men who know the details in their various bearings are not permitted, save on one or two occasions a year to tell the truth, and then only to a group of two or three committeemen who do their best, but are dealing with a problem hopeless alike in its extent, its conditions, and in its importance. What shall we do then? A budget system is good. It does not go to the root any more than a carefully prepared financial statement in any industry will do away with wise management by the directors and the staff. No industry, however, would long survive if its executive officers were excluded from direct statement to the Board of Directors. Put the members of the Cabinet or their subordinates who know the facts and who alone are in intimate daily touch with them where Congress can question them and where they can speak, so that Congress or the country, or both can hear, and a long step will be taken. Today a member of Congress may not question the man who knows save through the second-hand method of a committee. Were he present where one could ask him questions, a Congressman might find that he knew more about his daily work than Congress did, and the contact might make him both sadder and wiser. The balance between conflicting demands can only be struck by getting together.

Government by indirection produces a type of long distance supervision falsely called economy, which means costly waste. Real public economy arises in the mind and conscience of the citizen. It begins at home. It is the outcome of character plus training. We cannot successfully both want to spend and want not to spend. We can have economy when we want it enough to be content when it hits us, as it most certainly will do before it goes far. For

Collier's
THE NATIONAL WEEKLY
5¢ a copy



Western Electric and Collier's

Collier's has been chosen as a leading factor in publishing nationally the Western Electric Company's series of 20 institutional advertisements.

Watch Collier's

Revolutionary Changes in Postal Methods in New York Would Benefit Publishers

Press Should Approve Plans for Bettering Mail Handling Service in City Where Twenty Percent of Country's Second Class Mail Originates

By J. C. KOONS
First Assistant Postmaster General*

THE success of no other class of business depends so much upon the postal service as that of the publishers. They must rely on it not only for their means of communication but the transportation of their product. The efficiency of their business, therefore, depends largely upon the prompt handling and transportation of the mail. I wish that the publishers, the business men, and the public generally were better acquainted with the postal service. Notwithstanding the magnitude of its business, but little is known of it or the wonderful work it performs. Few, if any of our patrons, ever visit the post office and see for themselves the immense volume of mail handled or the operations necessary in its handling. The postal service performs a work of the utmost importance, the greatest magnitude, and with a higher standard of efficiency, we believe, than any other business or utility, be it public or private. During each hour of the day there are deposited for mailing an average of more than a million and a half letters, 200 tons of parcel post, and 75 tons of newspapers and magazines; in fact the postal service of the United States handles more than one-third the mail of the entire world. The revenues amount to more than $450,000,000 per annum and are increasing at a rate never before known, having increased during the March quarter more than 26 per cent. while the average for the past fifteen years has been 5.88 per cent. This will give some idea of the present rapid growth.

POSTAL SERVICE BUSINESS BAROMETER

The postal service is the best known barometer of business. Any stagnation of business is reflected quicker in the postal service than any other place. Judging by this standard if any of you are apprehensive of the future of our business prosperity your fears are groundless, as the postal service is having an unprecedented era of prosperity. We transact a money order business of a billion two hundred million dollars, handle and transport a billion and a quarter pounds of second-class matter, more than three and one-half billion pounds of parcel post, and thousands of tons of third-class matter each year.

The postal service is national in scope, and should be. No matter how remote the home may be from the beaten path of travel, postal service of some kind is provided. The function of the postal service is to serve the public regardless of the expense, but in administering the service due consideration, of course, should be given to the cost. The service should never be conducted for profit; to do so makes it an indirect form of taxation. The public is entitled to a dollar's worth of service for every dollar it pays into it. The postal service during the war, railroad and express strikes did not declare any embargoes or priorities but received and transported merchandise as well as other kinds of mail with promptness and regularity. Even during the extreme weather conditions which prevailed during the snow storms in New York last winter the postal service did a work that was not undertaken by any other business. We have at all times kept the mail moving, and in this and in no other way have we been able to bring about the wonderful results accomplished by the postal service.

THE PROBLEM IN NEW YORK

The statement has been made that if the postal service were conducted by a private corporation millions of dollars could be saved annually. This may be true, provided it were conducted along the same lines that a corporation would conduct it; that is, to make a profit for the stockholders. Few ever stop to think when this statement is made whether, if the service were conducted by a private corporation, it would spend as much as $85,000,000 a year for rural service and many more millions for transportation of mails to almost inaccessible places at a cost of hundreds of times the revenue received from them.

The post office department finds one of its greatest problems in New York. New York is not only the largest city but the most important from a financial and commercial standpoint of any city in the world. I want to discuss the mail system in this city and the wide effect of conditions prevailing there. The postal revenues, not of Greater New York, but of New York City proper, amounted last year to approximately $60,000,000, an increase of 30 per cent over the previous year. At this rate of increase, within three years the postal business of this city will be double what it is today, or more than $100,000,000. The revenues here amount to three times as much as those of the entire Dominion of Canada. New York's mail is of extreme importance. There is deposited for mailing in New York alone more than a billion and a half letters, 250 million pounds of newspapers and publications, 750 million pounds of parcel post, and hundreds of thousands of pounds of third-class matter each year. New York City is the gateway for the movement of the mail to the New England States from the South and much of the West, and vice versa. Approximately 80 per cent of our foreign mails and 90 per cent of the foreign money order business is handled through the New York office. Twenty per cent of the total weight of all the newspapers and magazines mailed in the United States is mailed in New York.

IMPORTANCE OF NEW YORK SERVICE

The efficiency of the mail service in New York City affects the entire world. Every patron of the service is interested. Any impairment of the service here affects the publishers and affects them materially; affects the financial interests and affects them materially; affects the commercial interests and affects them materially; so we must ever be on the alert to keep the service as nearly perfect as possible. We are ever ready in guarding zealously the rights of the public. We are at all times making the closest study of it and devising ways and means by which we can improve and facilitate the hand-

*From Mr. Koons address before the annual meeting of the National Publishers' Association in New York, August 23.

Unlike Any Other Community

Joplin, Missouri

The Market 200,000

CALCULATING THE MARKET

The Joplin market should not be gauged merely from Joplin's city population. Rather it must be understood as a 200,000 population unit within a workable forty-mile radius. Joplin is the hub of this territory and dominates it in manufacturing, wholesaling and financial interests.

There is the sound prosperity of the city's industries, and in the outlying territory there is the natural wealth from lead, zinc and agriculture.

Although Joplin city enjoys a normal increase in commercial importance, it is not reflected necessarily in population increase in the city proper. The territorial population, however, increases, which extends the importance of Joplin without the usual reflection in city population.

CLASS OF PEOPLE

In the lead and zinc mines the miners are at least 95% American-born white. They are a substantial class of people. The average miner has grown up in the Joplin district. He owns his own home. There is no designated miners' section. Their homes are scattered wherever they wish to buy them, and there is no physical difference in their average homes from those of any class of workers. The point we wish to make is the unusual population calibre, far different from the average in most mining sections.

The fine farms are good to look upon and reflect the now well known prosperity of the American farmer.

Unlike Any Other Newspaper

Joplin Globe

(A. B. C. Member)

Paid Circulation 25,709

Line Rate 8c Flat, October 1, 1920. Mornings Except Monday

EDITORIAL STIMULATION

Just as the Globe blankets this specific market of 200,000 people within a forty-mile radius, so can an advertiser under similar merchandising practice.

The Joplin Globe is merchandised in its market. It is sold upon a basis of merit—no contests, no premiums—nothing but editorial stimulation.

The Globe first, of course, is a complete metropolitan daily, but it has exceeded the service open to the average newspaper by adapting itself to the unusual opportunities of its complex market.

The Globe is a Mining Trade Paper and a Farm Paper; each department under separate and competent editorship. Many are the evidences of reader influence. Considerable class advertising has been developed and finds a responsive market from the prosperous mining and agricultural subscribers.

DELIVERY SERVICE

The Globe's delivery service in the suburban towns is in most cases equal to the service maintained in Joplin proper. As a result the Globe is the home paper, not only in the City, but way into the country, on the rural routes, and in the towns ranging in population from 200 to 12,000.
The country is webbed with good roads either of concrete or made of crushed stone from the mines. Where street cars or steam trains do not leave at proper hours in the morning, the Globe rushes agency bundles out to the various towns by its own rapid automobile truck service, starting at 3 A. M.

Most of the Globe's 25,000 circulation is delivered in the homes before early breakfast.

OPPORTUNITY

Joplin is a jobbing center. Distribution over the whole section can be secured with comparative ease. This means larger *net* profits.

Here is a large and prosperous market for your cultivation, and served economically, effectively, through the Globe.

Representatives

E. KATZ SPECIAL ADVERTISING AGENCY

Established 1888

15 E. 26th St.	Harris Trust Bldg.	Candler Annex	Waldheim Bldg.	Monadnock Bldg.
NEW YORK	CHICAGO	ATLANTA	KANSAS CITY	SAN FRANCISCO

ling of the mails. However, in carrying out our policies we differ from a corporation or business in this respect—we must depend upon Congress to make provision for carrying out many of our plans. Our experts have been making a close study of the postal service in New York for more than a year, studying the movement of the mails, the trend of the growth of business, and many other features which affect the service. We have made many changes which greatly facilitated the handling of the mails and improved the efficiency of the service.

However, there is one feature of the service in New York City which concerns us and concerns us deeply, as the situation is grave. That is the question of facilities for the handling of the mail. New York has a condition which is not duplicated in any other city—that is, the trains enter and leave underground; so our post offices at the Grand Central and Pennsylvania Terminal must not only serve as post offices but station platforms for the handling of the train mails as well. No one knows better than the publishers how inadequate is our platform space today. I well know the hours their trucks have stood in line waiting to unload their publications. The old General Post Office in the down-town, or financial, district was completed many years ago, and the Pennsylvania Terminal in 1912. At the time these buildings were designed the parcel post was unthought of, and the tremendous expansion and development of the postal service could not have been foreseen. I have no criticism to make of those who designed these buildings. They acted in the light of the circumstances before them, but these buildings have long since become wholly inadequate, and unless prompt action is taken the postal service in New York City will be materially affected; and I even fear it may collapse within a few years. If this occurs it will then take years to restore it to its present standard of efficiency, as buildings cannot be erected in a few weeks or months.

CANNOT DODGE THE SITUATION

There has been no Public Buildings Act since 1913, and I do not know when another one will be passed, but the conditions here are so grave and of such magnitude that they must be treated as special. The Congress has been liberal to us in its appropriations for rent, and has given us what we have asked. A part of the situation can be, and is, solved by the construction of buildings by private parties and leases to us under rental contracts. Only recently, we entered into a contract for the rental of a large, new building for Times Square Station, and one for Madison Square Station.

But there are three immense problems, of the utmost importance, which can only be solved by government-owned buildings. The amount involved is too large to be financed and handled economically as rental propositions under present abnormal conditions. I refer to the Pennsylvania Terminal, the down-town post office, and the Grand Central Terminal. More mail is handled between these three points than any three points in the world. There are transported each day between the down-town post office and the Grand Central Terminal 563 tons of mail, which require 322 auto trips; between the down-town post office and the Pennsylvania Terminal 423 tons, requiring 282 auto trips; between the Grand Central and Pennsylvania Terminals 309 tons, requiring 203 auto trips. The buildings and facilities at each of these points are woefully inadequate; we should have at this time more than double the working space and many times the platform space we now have. We must provide not only for the present but for years to come; to follow any other policy would be a useless waste of funds, unsound economically and foolish. The only solution of the problem is to construct a large post office building in the down-town or financial district, one in the rear of the Pennsylvania Terminal on the square of property belonging to the Pennsylvania Railroad, and one in the vicinity of the Grand Central; these three to be connected by an underground tunnel at least fifteen feet wide and eight feet high, of sufficient size to transport all the mail for years to come, the mail to be transported through the tunnel on cars automatically and electrically operated. The advisability of constructing such a tunnel has been most carefully studied by well-known engineers and it is believed to be feasible, practical and economical and would relieve the congestion of our mailing platform and place underground the transportation of the mail between these points.

HOW THE PUBLISHERS CAN AID

Last winter we asked Congress for an appropriation for the construction of such a tunnel between the Grand Central and the Pennsylvania Terminal, because this is the shortest link, and needed most, as trains enter and leave underground at these two stations and it is necessary to unload the transit mail, bring it to the surface, load it on trucks, transport it across the city, and then lower it to the train level to be loaded on trains again. Unfortunately the construction of this tunnel was opposed. I make no criticism of that fact, because I feel that it was done without full knowledge of what was proposed, and we may be responsible for that. The buildings to be constructed should not be monumental buildings, but of the factory type, a credit to the government, and built with a view of securing as much natural light and ventilation as possible. The use of but one floor of a post office building for handling the mails in a large city must be abandoned. The volume of mail has become so great that the handling of it on one floor is no longer possible; besides, the improved elevating and conveying machinery is such that mail can be raised to the upper floors of buildings and lowered by gravity. The buildings in each instance should be at least ten stories high. To construct the three buildings and the underground tunnel would cost approximately thirty million dollars. The expenditure of this amount should be authorized by Congress at the very earliest date possible, although the entire amount need not be appropriated immediately. This amount may seem large, but when you consider it is only one-half the gross receipts of the New York City post office for one year, and that the efficiency of such important mail service depends upon it, is it unreasonable to ask for this amount?

The publishers through your avenues of publicity can do more than any other class of people to aid us to secure this necessary relief. It is of the utmost importance not only to the post office department but to the publishers' business that our policy with regard to these facilities be carried out. There is every reason why the greatest city in the world should have the best postal service of any city in the world. We want that to be the case. All we need is the facilities to enable us to make it so. In securing these facilities we ask the publishers' cooperation and aid. I am sure they will give it to us.

Goodyear Sales Running High

Gross sales of the Goodyear Tire & Rubber Co. for July amounted to $17,185,113, which shows a substantial increase over the same month last year, when sales totaled $15,089,340. Every indication of the company's sales for 1920 topping those of last year is shown by the fact that sales for the first nine months of 1920 amounted to $162,202,467, as compared with 1919 sales of $168,914,082.

How Advertising Performs a Service of Economic Importance to the Nation

Demonstrated by the Hebe Company's Campaign to Create a Market for a By-Product That Was Formerly Wasted

By S. D. ROBERTS
Special Representative, The Hebe Company, Chicago

IN few fields of merchandising has the economic value of advertising been demonstrated so thoroughly as in the marketing of formerly wasted by-products. Particularly does this apply to by-products which have been developed from practically worthless waste materials to highly valuable human foods.

The success of the animal raising and packing industry is often cited as an example of proper and economical use of by-products. It is a well-known fact that the price of meats is today kept down by the modern utilization of by-products which eliminates practically all waste in the manufacturing and packing processes. The refining of corn oil to make it available as a human food is a recent example of the development of an important food from a by-product.

But the discovery of the food value and the processes of development and refining of these by-products was not alone sufficient to cause their general adoption as a human food. Here is where advertising, with its power to create markets, played its part.

CREATING A MARKET FOR SKIMMED MILK

Cotton-seed oil, while its food value was recognized, was for many years regarded as a cheap substitute for olive oil. But when advertising taught the housewife the advantages of cotton-seed oil as a shortener, this by-product of the cotton raising industry was lifted from the class of substitutes and became a distinctive food product in a class of its own.

The United States Department of Agriculture has for many years been urging the dairy farmers to utilize a part, at least, of their skimmed milk for human food. The Department points out that skimmed milk lacks only the butter-fat to make it a perfect human food, and that skimmed milk without the butter-fat is still a highly nutritious food, having practically all of the body-building elements of whole milk, and, if properly prepared, being adaptable to human use for certain purposes.

Skimmed milk has always been regarded as a by-product of the dairy industry and has been used chiefly to feed to live-stock. Thirty billion pounds of this by-product are produced in this country every year—far more than is necessary for live-stock feed. Yet with all the urging of the government, only a negligible part of this vast source of food supply—about equal in protein content to all the beef eaten in this country—has been consumed as human food.

Assuming that the farmer was willing to follow the advice of the government, he could not sell much of his skimmed milk for human food because there was practically no market for it. The government had gone only as far as it could. It had suggested a more profitable use for the farmer's by-product, skimmed milk, but it could not provide the market. Here, again, is where advertising played its part.

A few years ago The Hebe Company, of Chicago and Seattle, created a new market for skimmed milk, preparing it for human consumption and marketing it along thoroughly modern merchandising lines. Preparing it for human consumption, by adding highly refined vegetable fat to replace the butter-fat removed in butter making, is accomplished with scientific accuracy. Hebe, the trade name under which the product is marketed, is an exactly proportioned compound of pure skimmed milk evaporated to double strength enriched with cocoanut fat.

The Hebe Company's big problem was to create the market for the new food product Hebe and to educate the public to its proper use. Advertising was obviously the solution.

WHERE HEBE FITS IN

In placing its product on the market, The Hebe Company recognized these fundamental requirements of a food product: It must be pure and wholesome; it must have economic value. Hebe not only fills these requirements, but by careful analysis scientists have determined that Hebe is rich in the dietary elements—protein, carbohydrates and fat.

In classifying Hebe, two classes of foods were considered: Primary, foods which include such staples as sugar, cheese, flour, corn meal, meats, eggs, milk and most fruits and vegetables; and supplementary foods, such as condiments, seasonings, oils for cooking and salads, gelatines, baking powders, etc. As Hebe was to be used only as an ingredient for cooking, baking, etc., and not for direct feeding, it was classed as a supplementary food—serving as an auxiliary to the family milk supply.

The advertising, which is now appearing in women's magazines, national publications, newspapers, trade, professional and class publications, has a three-fold aim: To create a demand for this new product; to educate the housewife to use it properly; and to show food educators its economic importance. Hebe is recommended for use as a liquid ingredient in cooking. The copy tells the housewife how to make delicious cream gravies, cream soups, salad dressings and desserts. The advertising is creating for Hebe a special place of its own, in which it has practically no competition.

ADAPTING THE APPEAL TO THE MEDIUM

The appeal in such national magazines as *Good Housekeeping*, the *Woman's Home Companion*, and *Modern Priscilla* has been to the thrift of the housewife, stress also being laid upon the purity of Hebe and upon its food enriching qualities. Captioned as "Hebe, the food product of a thousand uses that enriches your food and cuts the cost of cooking," the copy is illustrated with photographs of dainty housewives using Hebe and with cuts, sometimes in color, of appetizing dishes prepared with Hebe. Trade paper copy assures dealers that an extensive campaign of national advertising is reaching into the homes of customers, teaching them the economy and uses of Hebe. The attention of the farmer is called, through his farm paper columns, to the fact that Hebe has come to make the dairy pay bigger profits and has come to stay. In the medical papers, the copy tells of Hebe's dietetic and economic importance, em-

phasizes the purity of the new product and the service which it is performing by utilizing skimmed milk for human food and releasing more whole milk for the important purpose of direct feeding. In the food journals, the endorsement of national authorities is called to witness the value of this service.

The mail campaign comprehends the use of booklets of food conservation recipes for the housewife, one on "The Missing Third," for dairymen, explaining how Hebe takes up the missing third of the annual milk production — the thirty million pounds that has hitherto gone back to the farmer to bring no profit after the removal of the fats in the butter-making process, and one on "Today's Food Problem," for dieticians and others interested in Hebe's claims to economic importance in the solution of the nation's food problems. Other booklets, folders and broadsides are used extensively.

A NOVEL TIE-UP

One of the Hebe ads which has attracted wide attention is a window hanger that tells the story of how Hebe tied up with the Salvation Army drive in Chicago and carries a picture which was given wide publicity in the newspapers and later reproduced in one of our Saturday Evening Post advertisements showing Adjutant Margaret Shelton, of the "Army," baking doughnuts *made with Hebe* for a great crowd at State and Quincy streets. The Hebe container appears prominently displayed on top of Miss Shelton's field kitchen and a line on the hanger informs all concerned that Miss Shelton's recipe (which calls for half a can of Hebe per sixty doughnuts) can be had inside the store which displays the hanger.

Greatest care is taken in advertising and selling Hebe, to guard against its being confused with evaporated or condensed milk. The Hebe Company has no desire to compete with other milk products. On the contrary, it believes that success lies in the other direction—in making Hebe a distinctive product for specific uses. Hence Hebe is carefully labeled, advertised and sold for just what it is: "A Compound of Evaporated Skimmed Milk and Vegetable Fat," for cooking, baking and coffee.

In thus creating a market for Hebe, advertising is playing a big part in increasing the food supply of the nation. It is making it possible for the farmer to put to a more economic use his by-product, skimmed milk, without interfering with the already established market for whole milk. When Hebe is used in cooking, the whole milk used for this purpose is released for more important purposes, such as the feeding of infants, children, etc.

The case of Hebe is somewhat parallel to that of oats. If oats were still used merely for animal feed, the profit to the farmer would be considerably less than at present. This grain, however, has been "discovered" as a human food, and today the market for oats as a human food is vastly greater and more profitable to the farmer than it would have been had not the manufacturers of rolled oats advertised them as a breakfast food.

So Hebe is creating a greater and more profitable market for skimmed milk and is increasing the nation's food supply.

Keeping Up With The Times

A FACT A WEEK

The best buying class is always willing to pay a little more for something much better.

The Washington TIMES is the only newspaper selling in the District of Columbia for 3 cents daily.

The Washington Times
WASHINGTON, D. C.

Fertilizer Business Needs Advertising

Probably the greatest need in the fertilizer industry is—advertising. Not just the advertising of different firms' claims to merit, but the extensive advertising of commercial fertilizers, the spreading of the fertilizer truth, to awaken the world-at-large to what fertilizers can do toward increasing farm production, *Commercial Fertilizer* says:

This assertion is without any intention to reflect on the good work of the Soil Improvement Committees or the various constructive efforts of the National Association, and when it was brought out at the National Convention by H. M. Cottrell, of the Arkansas Profitable Farming Bureau, it struck a responsive chord in the minds of his hearers. Too often, as the speaker pointed out, do we see brilliant advertisements telling of the superiority of certain brands of fertilizer without first telling the most important fact—the superiority of the practice of crop fertilization. It can readily be imagined how much more effective would advertising of this nature be were more thought given to advertising that tells the farmer he must apply fertilizers to obtain the greatest concentrated yield. The average farmer cannot be expected to know much about the absorptive and retentive propensities of soils or anything about chemical and soil relations, and before manufacturing can realize the fullest possibilities in the development of trade in individual brands, the farmer must be educated as to what fertilizer is and how it can serve to his profit.

Engineering Advertisers Arrange Program

The Engineering Advertisers' Association, after a rest during July and August, will resume activities at the Hotel La Salle, Chicago, on September 14. The following program has been arranged for the year:

September 14—"The Organization of the Ideal Engineering Advertising Department;"
October 12—"Analysis of Markets and Sources of Advertising Data;"
November 9—"Direct Advertising;"
December 14—"Publication Advertising;"
January 11—"Letters;"
February 8—"Executives" Night;"
March 8—Annual meeting.

It is planned to have speakers of authority address the meetings on the particular subjects to be discussed, but a noteworthy feature of these meetings will be the informal interchange of ideas, among the members of the association, based on their own experiences with the subjects mentioned.

"Fire and Water Engineering" in Chicago

Western offices of *Fire and Water Engineering* have just been opened in the Continental and Commercial Bank Bldg., 208 South La Salle street, Chicago, Ill., in charge of Lyne S. Metcalfe, who will serve as manager, handling editorial and circulation matters as well as advertising.

Why Orders Were Cancelled

Most cancellations of orders are largely due either directly or indirectly to chaotic conditions arising from war times, according to a report on a survey of the manufacturing field made by the Chamber of Commerce of the United States. The percentage reporting that customers have cancelled orders because of failure to recognize the sacredness of contract, and the legal force and responsibility of an order received and accepted in good faith was comparatively small.

There is danger, however, the report declares, that unless a definite stand is taken against any tendency to regard cancellation of orders as unimportant, and unless there is cultivation of a general feeling that an order is to be considered more than a mere memorandum, this evil may assume serious proportions.

The investigation of cancellations was made by the Fabricated Production Department of the National Chamber in response to complaints from members that production was being interfered with, so much so, that plants having had sufficient orders to run for months, were curtailing their efforts and shutting down even though production of their product is below normal and stocks in the hands of wholesalers and retailers are light. The complaints protested that the sacredness of the sale contract was being disregarded and that the buyer was willing to chance its legal enforcement.

To get at the bottom of the problem, inquiry was sent to 106 leading trade associations to learn the situation.

Some of the questions were:

Is your industry being affected at this time by the so-called cancellation evil and to what extent?

State most common reason given for cancellation.

Has, or will your association take any action in this matter? State what.

If your members accept cancellation, under what conditions?

Have your members in times of large production in securing orders, inserted cancellation clauses in order or contract?

Would you cooperate in a general effort to reduce the number of cancellations by proper methods?

In analyzing replies it was found that the responsibility for many cancellations was chargeable, in part, to the seller as well as to the buyer. Some of the chief reasons for cancellations are as follows: Inability to make prompt delivery; over stock; business declining; revision of production schedule; financial embarrassment. Some replies indicated also that the public will not buy at present prices.

The survey showed that several organizations have created a bureau of contracts, to deal with all claims for cancellation of orders. These bureaus act simply in an advisory way, receiving from the complainant a statement of facts as a basis for investigation, in due time rendering an advisory report, and in some cases endeavoring to secure a settlement if desired.

E. W. McCullough, who made the investigation for the National Chamber, will hold a series of conferences with the Credit Cooperation Executive Committee of the National Association of Credit Men in New York, to try to devise, if possible, equitable means for handling cancellations.

Cancellations are not confined to this country as is shown by a report from Nottingham, England, that British lace and hosiery manufacturers and exporters have become concerned over the large number of orders cancelled by foreign firms. The Nottingham Lace Exporters' Association, which represents the lace export trade of the country, recently decided that no member of the association should hereafter accept any cancellation of orders without the special permission of a committee appointed for the purpose of investigation.

This means, according to Consul M. Hitch, that should a customer decline to accept goods, after having placed an order, he will not be permitted to purchase goods from any other member of the association until he has complied with his contracts. The hosiery trade is considering similar action. There is no disposition here to imitate these English methods, but it is believed that the time is opportune to emphasize and stabilize trade ethics which make for fundamental soundness in business.

United Agency Locates in New York

The United Advertising Agency, recently organized in New Jersey, and a subsidiary of the United Advertising Corporation, outdoor advertisers, has established executive offices at 1 West Thirty-fourth street, New York.

The new agency has taken over the Fettinger Advertising Agency in Newark, N. J., and will have branches in Paterson, N. J., New Haven, Conn., Bridgeport, Conn., and Dallas, Texas.

The officers will be Samuel Pratt, chairman; Leonard Dreyfuss, president; H. C. Daych, vice-president; Theodore S. Fettinger, treasurer; and F. Forrest Fettinger, secretary.

Patterson Leaves Continental Rubber

J. C. Patterson, advertising manager of the Continental Rubber Works at Erie, Pa., resigned August 1, to become associated with the advertising department of the Lakewood Engineering Company, Cleveland.

Mr. Patterson was president of the Erie Advertising Club, and at an annual picnic July 21, the members of the club presented him with a loving cup to show their appreciation of the good work he has done.



FRED C. COLEMAN

Fred Coleman was with the Proctor & Gamble Co. when I first met him. He was nearly as popular with the advertising fraternity as "Ivory Soap," which he was selling at that time, was with the general public. Then he went with the Butterick Co., and after twelve years with that concern he joined my organization.

Today Fred Coleman is not only one of the best known advertising men in the East but is one of the most valued members of my organization.

Lane Block

Washington Post

WASHINGTON POST

Many people think Washington has lost in population since the ending of the war. This is not true. Housing conditions in Washington are more acute today than ever before.

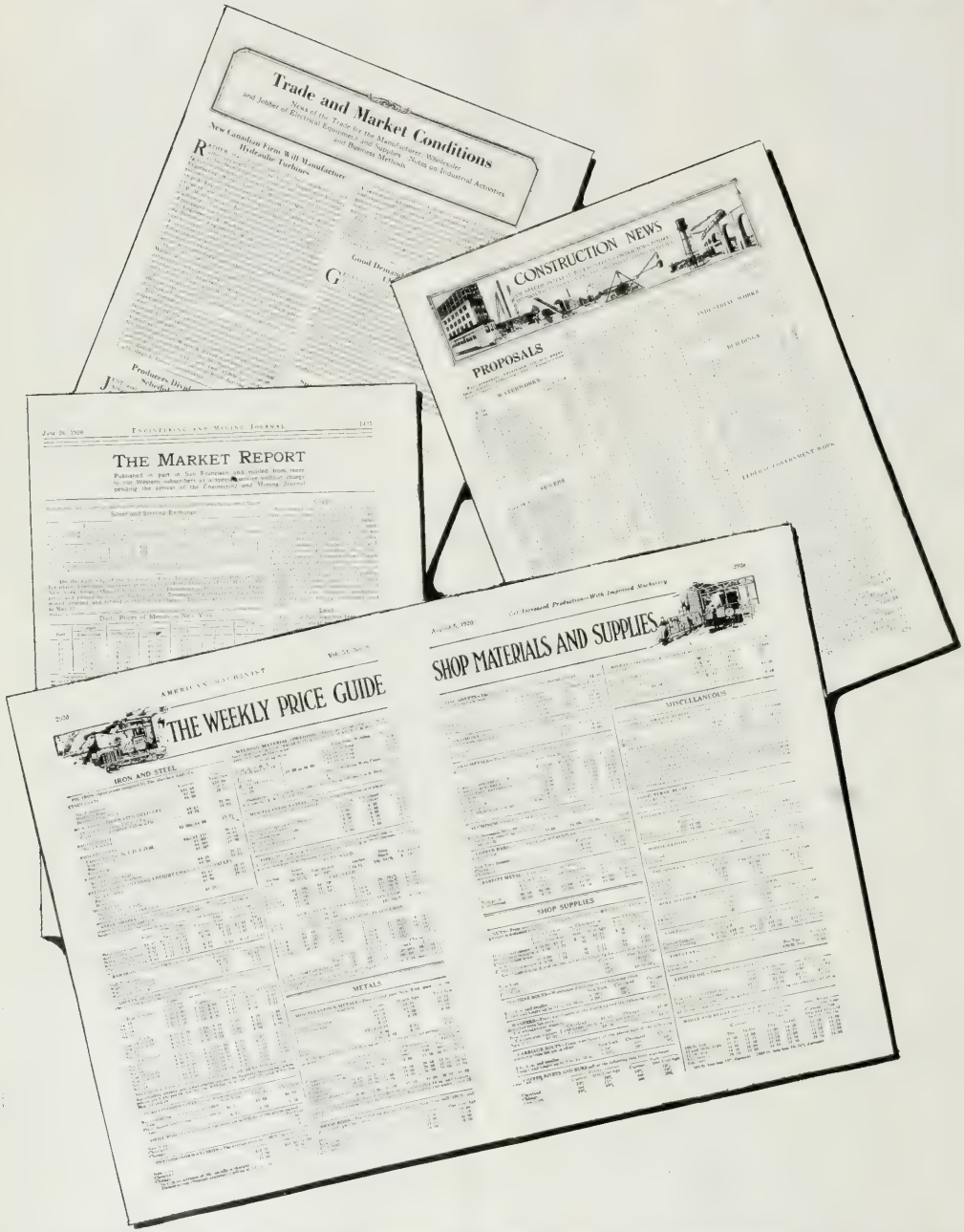
The WASHINGTON POST goes into every worthwhile home in the District of Columbia.

The local merchants in Washington know this. One of the largest and most successful Washington stores recently wrote: "We found that it was not necessary for us to use more than two papers to cover the local field; they being the ————, and the WASHINGTON POST." (Copy of this letter on request.)

Wise national advertisers follow the lead of the local merchants. They know they cannot cover Washington without the POST.

Serial Adv. No. 15

How to


Trade and Market Conditions
CONSTRUCTION NEWS
PROPOSALS
THE MARKET REPORT
THE WEEKLY PRICE GUIDE
SHOP MATERIALS AND SUPPLIES
IRON AND STEEL
METALS
SHOP SUPPLIES
MISCELLANEOUS

Think Straight about Business

WHAT is going to happen tomorrow is the vital thing that affects what business men are doing today. There are five sets of facts on which business men make up their minds.

FIRST:

Credit Conditions. The average man in business gets this information from the banker personally, from Federal Reserve reports, from Bank Reviews, from his business paper.

SECOND:

The Labor Market. Facts with regard to the labor market come from the news papers, from the business papers in the basic trades.

THIRD:

Transportation. He looks for these facts in the newspapers, in his own business paper, and in specialized business papers.

FOURTH:

Conditions of His Own Market. These conditions he judges from his own salesmen's reports, from the business papers.

FIFTH:

His Own Raw Material, Machinery, and Equipment Conditions. Business Papers Only.

From six to eight pages of the fields of engineering and industry covered by the eleven McGraw-Hill publications are devoted each week to these basic facts.

SPECIAL EDITORS and a special department in the Company called the Business News Department, organized with a far-flung chain of correspondence, provide verified news. The men in this work are in intimate personal contact with the sources of information. The Engineering and Mining Journal reports, for example, are quoted as a basis for making contracts for all metals and minerals. The Engineering News-Record's Construction News is a basis for contracts running into thousands of dollars each week.

This vital contact of the business press with the industries they serve is the special reason why business men now are reading the future by studying the business papers.

McGRAW-HILL COMPANY, Inc.

TENTH AVENUE AT 36th STREET
NEW YORK CITY

Power
Coal Age
American Machinist
Electrical World
Electrical Merchandising
Journal of Electricity
Electric Railway Journal
Engineering News-Record
Ingenieria Internacional
Engineering & Mining Journal
Chemical & Metallurgical Engineering

THE 11 McGRAW-HILL Publications



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer.

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

EXPORT ADVERTISING and SELLING

A Department of Foreign Trade Extension Service
Under the Direction of
CYRIL H. TRIBE

Are You Going to Be "Forced" into Foreign Trade?

Some Important Considerations for the American Manufacturers Who Desire to Trade Abroad on a Sound Basis

AT A recent conference with a high executive in a prominent firm he opened the conversation with the remark, "We have been forced into Foreign Trade." There seemed a trace of annoyance in his tones and later statements bore out the conclusion that the company resented having to take up investigation of overseas markets.

Here is an organization doing an excellent domestic business. The reputation of the house stands high so far as ability and performance are concerned. No expense has been spared in building up personnel commensurate with the volume of business handled. Suddenly, this company finds outside conditions, on which the future advancement of their interests depend, "forcing" them into Foreign Trade.

This serves to bring into strong outline the ghosts that are shadowing hundreds and thousands of American manufacturers, progressing nicely now in the development of domestic fields and presently to be confronted with the absolute necessity of extending their selling radius beyond the confines of the United States. The executives whose minds are large enough to look ahead but a few years will see to it that they are not FORCED into Foreign Trade but rather will they be ready to meet these new markets in a systematic and properly organized manner.

WELCOMED FOREIGN WAR TRADE

War conditions forced many American manufacturers into export markets. They went into foreign sales in spite of themselves rather than on account of any particularly keen vision or discernment of trend. Foreign purchasing agents begged them to sell their products and backed up their pleas with huge bonus payments. The troubles of ordinary foreign shipments were reduced to a minimum owing to the willingness of the buyers to assume all risks of transportation, all details of special packing, etc. And this was called Foreign Trade!

In a previous article* attention was called to the enormous value war conditions were to American industry and to how, with markets opened without cost, the majority of those engaged in manufacturing articles for shipment abroad failed to follow them through to points of distribution. Mere inquiry to the War Department, Navy Department, Red Cross, Y. M. C. A., or any other of the score of media through which American products were placed throughout the world, would bring information from which to form a foreign selling campaign in territories where the "missionary" work has already been done.

War conditions are being eliminated rapidly now and with the gradual restoration of foreign industries to pre-war production capacity the figures of American exports show a related decline. Strong competition is developing for the American manufacturer and trader. It is not enough to sit at home and accept orders from eager buyers. If present markets are to be retained and new ones developed it is up to the seller to SELL. All of the technique that has been so highly perfected in winning domestic markets will be required in the foreign field. Rest assured that a strong and increasing flow of orders is not to be expected. Don't wait for them.

A humorist recently published a brochure on how to be successful and one of his thoughts was "Don't Read Don'ts." Here is one exception: "If you have received an order for a bill of goods for delivery abroad and you are uncertain as to whether or not you can comply fully with specifications, *DON'T ACCEPT IT.* But if you do, then take time to gather as much information on the whole subject covered by your order as you possibly can obtain, and use it to the utmost. Do a little bit more than is called for and exhibit real interest in the details of its delivery. Keep personally in touch with that order until it is in the possession of the buyer, even if it was paid for f.o.b. factory. The greatest element of danger to the healthy growth of an export business is the improper filling of first orders and carelessness in proceeding to execute without knowledge that is easily acquired. It is better to stay out of Foreign Trade entirely than to flounder around aimlessly on the idea of "taking a chance." Every market in the world has been entered at one time or another by the improperly equipped exporter and our national reputation has suffered severely as a consequence.

Every manufacturer and businessman should know of the sources of reliable information that are "just around the corner," eager to extend every possible assistance to him in making him a success. Foremost among these is the Government of the United States. A progressive and successful nation depends upon successful component parts. The government, knowing this truism, maintains the Department of Commerce. In this Department is the Bureau of Foreign and Domestic Commerce, now under the direction of Dr. R. S. MacElwee. The bureau stands ready to serve large and small manufacturers alike. It is practical in every sense. Dr. MacElwee knows his work from per-

* "America's Foreign Trade—Past, Present and Future," in the August 21 issue of Advertising & Selling.

sonal contact and practical experience. He has specialized in various branches of Foreign Trade and is the recognized authority in America on Port Facilities of the World. The personnel of his Bureau is similarly practical. The Bureau will help you in this way:

HELPS FOR EXPORTERS

It will answer your inquiry fully on subject related to the development of your foreign trade.

It will place in your possession information such as you may require for your own particular enterprise.

It will supply you with forms as specimens of all "paper work" usual in exporting.

It will keep you posted on opportunities offered in world markets.

Directly representing the Bureau in the capitals and trade centers of every foreign land are United States Trade Commissioners. These men are selected from among the highest trained observers of economics and are appointed to those countries where their particular abilities are given the widest range of usefulness. Commercial attaches are posted at American legations, embassies and often at consular points to observe and report upon opportunities for the extension of American trade.

Then, again, is coordinated the intelligence service of the State Department through the reports of its consuls and vice-consuls. These are located in world ports and industrial centers. One of their main duties is to watch out for possible markets. They are required to make special reports on certain subjects where specific requests for information have been received by the Bureau from American manufacturers or merchants. In addition to all this the Bureau is continually sending out special investigators with definite commissions to perform. Such is the interest of your government in Foreign Trade and this is only a skeleton outline of just how much assistance you can command from this one source.

In any city of any size in the United States there is usually to be found a Chamber of Commerce. In the larger cities and especially the Port Cities there are efficient Foreign Trade Departments. As a rule a letter to the Secretary of the Chamber, outlining your problem or interest, will bring prompt information and the assurance of a desire to assist in the important duty of securing a proper start.

In recent years the larger banks of the United States have become intensely interested in so aligning their course and policies as to serve Foreign Traders. Most of the New York banks have competent Foreign Trade Departments as have those in Boston, Philadelphia, New Orleans, Los Angeles, San Francisco, Portland, Seattle, Chicago and in fact every center of production and distribution. In many instances these banks have foreign branches established throughout the world. Branch managers are constantly sending in private information for the benefit of their customers. Correspondent banks also are engaged in the intimate interchange of trade information. Your banker is, or should be, a reliable source of information and advice in matters pertaining to Foreign Trade.

OTHER EXPORT SERVICE

Then there are the commission houses, forwarding agents and certain shipping organizations that are established for the sole purpose of developing exports and corresponding imports. Some of these institutions are of long standing in their conduct of world trade. Usually they too are entirely willing to cooperate with the manufacturer who

Announcing

UNITED ADVERTISING AGENCY

Advertising compels the trend of trade

Executive Offices **One West 34th St., New York**

SAMUEL PRATT
Chairman
LEONARD DREYFUSS
President
HERMAN C. DAYCH
Vice-President
THEODORE S. FETTINGER
Treasurer
E. FORREST FETTINGER
Secretary

BRANCH OFFICES

NEWARK, N. J.
PATTERSON, N. J.
DALLAS, TEX.
NEW HAVEN, CONN.
BRIDGEPORT, CONN.

Samuel Pratt is President of the United Advertising Corporation, and has been for forty years conspicuous in the advertising business.

Leonard Dreyfuss is Vice-President of the United Advertising Corporation, owning and operating outdoor advertising plants in several hundred cities and towns throughout the United States.

Herman Daych has for a number of years been connected with the Associated Advertising Clubs of the World. Mr. Daych will have charge of our New York office.

Theodore S. Fettinger has for seven years been head of the Fettinger Advertising Agency, of Newark, N. J., to which this company succeeds. Mr. Fettinger will continue as manager of our New Jersey business.

— — — — — — — —

With an exceptional art service; copy staff; unusual facilities for the investigation and solving of merchandising problems, this agency is ready to successfully undertake advertising campaigns of any size, in all mediums.

Knowing How and Serving Well

has broadened his vision to their fields.

Here should be raised a warning signal to the neophyte exporter. And the same warning applies to the consideration of certain banks as well as commission houses and shipping companies. During the war period and immediately following it several so called export and shipping companies came into existence. Of their short life they managed to attract a certain amount of business. Most of them would take any kind of an account. They were not particular as to the reputation of the manufacturer any moreso than they were to their own. In the parlance of the street they were "shooting the moon" and, as is always to be expected, they didn't hit. They did, however, give certain of their clients a post graduate course in how not to enter foreign trade and they certainly did effectively educate the foreign buyer to the necessity for great care in dealing with the American. This is unfortunate but also true and should be taken seriously when the selection of either bank, commission house or forwarding agent is contemplated.

Perhaps this last reference to banks should be amplified by pointing out that in the rush to equip for foreign trade and meet the pressing competition of the older and wiser banks—who were ready to respond—a number of less progressive banks tacked up a "Foreign Trade Department" sign over a former assistant cashier's window, transferred a few clerks and stenographers to the new "Foreign Department" and placed hurry orders for copies of Hough's "Practical Exporting" and any other standard works on foreign trade. Of course they were forced to this action by sheer necessity. They did what was best under the circumstances but the manufacturer who is going out into foreign trade hardly will feel as secure with such banking "service" behind him as with the solid, certain and demonstrated fitness of the bank that was READY.

Now, turn back to the first page of this article and read again the first three paragraphs. Surely, it is not necessary to further crash out the comparison, or analogy.

* * * *

The Foreign Trade Extension Department of Advertising & Selling is established to serve the manufacturer interested in the development of export advertising and selling. Communications related to inquiry or comment will be answered promptly by personal letter.

Shoe Publication Elects Officers

J. G. Brown, at a meeting of the directors of the Shoe and Leather Reporter Co. held in Boston last week, was elected president to fill the vacancy occasioned by the death of F. F. Cutler. For the past nineteen years Mr. Brown has been manager of the New York office of the publication and held the office of vice-president for most of that period.

F. K. Kretschmar was elected vice-president, treasurer and general manager; A. H. Lockwood, editor and vice-president, and A. C. Davenport, secretary.

Advertising in Cairo, Egypt

According to a report to the Bureau of Foreign and Domestic Commerce, the very little advertising which is done in Cairo, Egypt, is confined to the daily papers and signboards. The three most important daily papers are given as the *Egyptian Gazette*, the *Egyptian Mail* and *La Bourse*.

Advertising Man Found

Gale B. Spaulding, secretary of J. P. Muller & Co., whose disappearance was reported in New York newspapers last Saturday, has been located at the home of his sister in East Aurora, N. Y. His mysterious absence is said to have been due to a nervous breakdown. Mr. Spaulding is expected to return to this city this week, but he will not take up his work probably for some time.



Butterick Quarterlies

Women Who Serve in the Export Field

Miss Blanche G. Schwartz, of World's Products Research Company, Believes Exporting "Offers a Fascinating As Well As Lucrative Line for the Business Woman"

By MYRTLE PEARSON

IN MY opinion the characteristics which an export manager should have to attain success are a vivid business imagination coupled with the ability to work hard and intelligently, a wholesome respect for things, people, and psychological traits peculiar to other countries, and a thorough business training in work not especially identified with export activity.

"To the ambitious export manager, I would say: Learn your people and your world markets; next, learn to the utmost extent the construction and uses, the good points and the weak points, of your products. Without this knowledge to the nth degree you will lack self-confidence and your enthusiasm will not ring true."

NOT MANY WOMEN EXPORTERS

After reading over this bit of expert counsel for budding export managers, written by a well-known export manager, you will say: "There spoke a real 'he-man'—a man who has his job right under his thumb."

We can't blame you for that: women export managers are not so common that you could be expected to guess that it might have been a woman's counsel. At any rate, the spirit of your appreciation is well-taken, and what is sex among export workers?

The careers, the doings and the sayings of women like Miss Blanche G. Schwartz, assistant treasurer of the World's Products Research Company of Cleveland, Ohio, are often cited as standing confutations to the prosy depositions of psychologists on the subject of sex-differences. As you have said, here is a woman who talks like a "he-man." As you would have said had you been better acquainted with Miss Schwartz, here is a woman who manages her job like one. But as "comparisons are invidious" and as Miss Schwartz's feminine friends would probably answer that she manages her job *a great deal better* than one—which would start more than we or you could finish—let us swing into our story.

Women export managers are not as common as women stenographers but there are enough of them to have demonstrated already their qualifications for success in this big field. Several of the largest corporations in the country have women export managers, among these being a few concerned wholly with the production of articles used exclusively by the masculine portion of mankind. A large manufacturer of safety razors—as Advertising & Selling recently pointed out—employs a



BLANCHE G. SCHWARTZ

woman export manager. The truly feminine answer is, of course, "Why not, seeing that mere man has demonstrated how successful he can be in lines of business which serve the woman consumer. If serving the opposite sex is sauce for the gander, it's sauce for the goose." Which is good feminine logic.

A MAN'S SIZE JOB

Miss Blanche G. Schwartz has a job that's a little different and a stage more complicated than the export manager for a single firm. The organization with which she is connected is entrusted with the foreign interests of eight non-competitive Cleveland manufacturers. Furthermore, whereas the common or garden variety of male export manager generally has charge of the exporting of some commodity concerning which a man is ordinarily supposed to be well acquainted, Miss Schwartz assists in marketing to all the world such things as farming implements, cotter pins, automobile spark plugs and plumbers' brass goods, than which there is nothing less feminine—but there we are bringing up that sex question again.

In addition to these lines enumerated above, the eight Cleveland firms represented by the World's Products Research Company manufacture such things as paints, hoisting cranes, rubber goods and foundry core oil, but Miss Schwartz is personally in charge of the first four accounts, to which may be added a special acid-resisting valve for use in handling chemicals; not very feminine either.

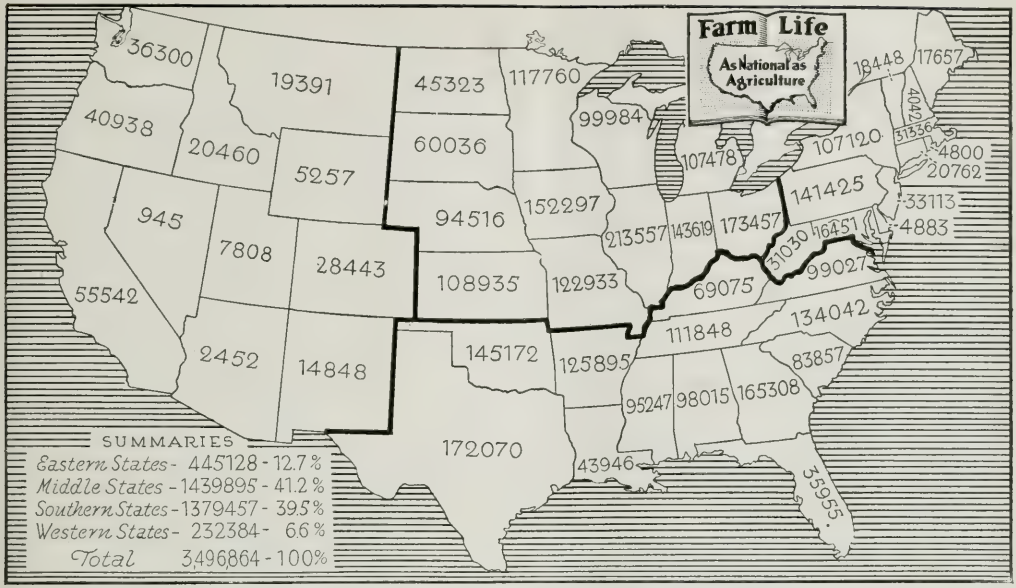
However, we have little enough excuse to harp on the non-femininity of these things. Previous to becoming identified with export work, Miss Schwartz was connected with an ice machine manufacturing company and, in order to deal intelligently with the preparation and placing of the highly technical advertising which this concern featured she made a thorough study of the machinery industry. She, at least, was determined not to be swayed by the feminine appeal. In writing of this training to a fellow-craftswoman in export work she said:

WHAT EXPORT FIELD OFFERS WOMEN

"While ordinarily I believe the feminine mind would more thoroughly enjoy delving into the intricacies of the production of things beautiful, or at least something allowing more scope for the imagination than a plumber's valve, nevertheless, by continuous concentration, there is no reason whatever why a woman should not successfully develop any account having legitimate sales possibilities exactly as would be done by a man."

Then followed a bit of counsel quoted in our first two paragraphs. Given the foundation therein demanded, Miss Schwartz believes that "the export field offers a fascinating as well as a lucrative line for the business women."

The fact is, Miss Schwartz believes that the business woman can do more than get something—fascination and lucre—from the export field. One feels in her tone that she is confident that the business woman can *give* something



The figures show combined circulation of Farm Life and the leading sectional Farm Papers.

Public Library, Kansas City

Use Farm Life with Sectional Farm Papers

This map shows the even coverage—and the excellent density of circulation to be obtained by using Farm Life in combination with the leading state and sectional farm papers.

Consider that you get this evenly distributed Farm Life Circulation—750,000 circulation after January 1st—for $5.00 a line, $2,250.00 a page.

You do not pile up excess circulation in certain territories. There are no thin spots where you get less coverage than you want.

This map is made by combining Farm Life's circulation with the circulation of the largest state and sectional Farm Papers.

But Farm Life does not wish to express any opinion as to the relative value of state farm papers.

We have many more maps on the use of Farm Life equally interesting.

SPENCER, IND.
Farm Life

The Farm Life Publishing Co.

THE JOHN M. BRANHAM COMPANY
Special Representatives
NEW YORK CHICAGO ST. LOUIS KANSAS CITY
DETROIT CLEVELAND ATLANTA SAN FRANCISCO

to the export field—a new point of view, perhaps, or an unusual capacity for patient investigation and friendly understanding. One gains that impression from her emphasis on "a wholesome respect for things, people and psychological traits peculiar to other countries."

For example, she says: "When I speak of a respect for things and people in other lands, I mean, for instance, that the fact that a man in India writes, 'I have a lively emporium which I place at your honorable service' is no reason to conclude that he may not be a keen business man, quite as shrewd, and possibly more so, than we who lack international trading experience; or because a Frenchman writes 'I hope to read you endly on this' when he wishes to say, 'I await your final decision' we must not permit our amusement to overshadow our receptive attitude toward what he can offer as a trade outlet. You know a Spanish waiter does not show even a glimmer of amusement at our American way of asking for a 'soap sandwich' instead of one having ham in it when we confuse the words, 'jabon' and 'jamon'"

ANALYZING MARKETS

Keeping in mind our object of learning what these contributions are which a woman can make to the new science of export direction—and if that raises the sex question, why make the most of it—let us follow this woman in her conception of the responsibilities of an export manager.

"After gaining a thorough knowledge of the product," she says, "you must make a research of the market possibilities and peculiarities. To prove successful in export work one must have a certain degree of adaptability and maintain an open-minded attitude in all correspondence, a willingness to consider changes desired in the line as offered. If a farming implement is to be drawn by a water buffalo, see that the customers' wishes that it have a certain type of hitch are respected; if it must go into the mountain regions of South America, it must be packed conveniently for mule back transportation. There is need of flexibility from the most unexpected angles, and if one is intolerant of these non-American peculiarities, the export field is not his or her calling.

"In searching for my legitimate market, if it is plumber's supplies, for example, I look about for territories where Dame Nature occasionally freezes the water supply, direct my efforts first to these countries and later progress to those countries less favorable to the line. Naturally, many factors enter into the diagnosis of the various markets. One does not try, for example, to sell plumbing goods to the Esquimox, notwithstanding the freezing weather.

THE ADVERTISING PROBLEM

"After gaining a clean-cut conception of the product and its possible market, the next question to suggest itself is with regard to the most efficient method of advertising to be employed. I never try to prepare an advertisement until the entire subject is clear in my own mind; generalities may fill in a prettily-turned phrase but generalities will not sell spark plugs, or plumbers' goods or farming implements. If my advertising will not sell the goods to me there is no reason to believe that the other fellow is going to buy on the strength of it, and I, accordingly, bear down hard on the 'reason why' type of copy.

"I try to phrase my copy in the language of the country of my readers. In South Africa where a cotter is a 'split pin,' I talk about 'split pins,' and where, as in India, a rice field is a 'paddy field,' why that is the way I refer to it. I try to make my phraseology look like an intimate friend, not a stray alien garbed in strange words, to be gazed upon for its oddity, instead of for its message. Incidentally, it is to be remembered that women generally show more facility as linguists than men and, of course, the more languages one knows, the more smoothly the work can be handled and the less one is at the mercy of subordinates of varying degrees of linguistic ability. It is not an easy field of endeavor, but it is worth while, in fact tremendously so, and not the least of its compensations is the thought that one has a part, however small, in helping to carry the fair name of America to the uttermost ends of the world."

Now that message is a "he-man" message all the way through—or what we mean when we speak of a "he-man message"; yet, it is something more and probably contradicts rather than affirms my unfriendly reference to the psychologists and their theories on sex-differences—that is, if it proves that a woman can, as a woman, give something distinct to the science of exporting. And doesn't it?

Trade Mark Pirates Still Active

Trade mark pirates, who were stealing valuable American trade marks and patents by the score for the purpose of controlling American products or imitating them in Europe and South America, are still active at such thefts, in spite of the fact that the new Federal trade mark law affords full protection for Americans who take advantage of its provisions, according to Albert E. Parker of the firm of Marks & Clerk, 220 Broadway.

A cabled list of trade marks and trade names, alleged to have been recently pirated in European countries and made public by Mr. Parker through the New York *Times*, includes "Briscoe," "Auburn," "Maibohm" and "Delco," which have been registered by pirates in Sweden; "Chevrolet," "Saxon," "Cleveland," "Chandler," "Ace," "Case," "Continental," "Buick," "Premier," "Mohawk" and "essenkay," which have been registered by foreigners in Portugal, the most flourishing field for patent pirates; "Columbia" and "Fenestra" in Austria; "Lysol" in the Dutch East Indies; "The Hanan Shoe" in Czechoslovakia; "Ivory Soap "Universal" and "Howell" in Brazil.

Under the new trade mark act, which was passed on March 19 of this year and is now effective, American owners may now register in the United States Patent Office any trade mark which has been in exclusive use for a year or more. This affords protection for the American who registers the trade mark in all important foreign countries, though it is still necessary to make further applications in a few small foreign countries in order to control the use of the name and trade mark there. While thousands of American manufacturers have taken advantage of this act, enough have failed to do so, according to Mr. Parker, to make piracy still profitable.

The new act has recently been interpreted in an opinion by the Solicitor of the Department of the Interior, who holds that the marks which were not registerable under the act of 1905 are now registerable, provided they are not scandalous or immoral and do not copy the flag of the United States or any State or fraternal society.

The most important patent piracy on record was that of Manuel Silva de Carmo of Portugal. Carmo pirated the trade marks of forty-three leading automobile manufacturers and the owners were recently compelled to reach a compromise with him. This case showed the difficulty of fighting patent pirates in the foreign courts and indicated that there was little remedy for the American manufacturer who had neglected to protect himself, except to reach a settlement with the pirate or refrain from attempting to do business in the countries where the pirated patents were valid.

Export Editor in Insurance Work

Harry E. Olsen, formerly editor of the *Export Recorder*, has been appointed New England manager of the American Manufacturers' Foreign Credit Insurance Exchange, with offices in the Old South Building, Boston, Mass.

A. N. P. A. Admits Lewiston "Journal"

The Lewiston, Maine, *Journal* has been elected to active membership in the American Newspaper Publishers' Association.

American World Trade Increasing

Imports and exports for the year ending June, 1920, show substantial increases over previous years, according to figures announced by the Department of Foreign and Domestic Commerce. For the 12 months ending June, 1920, merchandise imports amounted to $5,238,621,000, as against $3,095,720,068 in 1919, and $2,945,655,403 in 1918. Exports for the year ending June, 1920, totalled $8,111,039,733, as compared with $7,232,282,686 for the same period in 1919, and $5,919,711,371 in 1918.

Asia and Oceania, grouped as one, lead the list of continents from which we enjoy the largest import trade, and strangely enough North America is a good second, with the rest of the continents finishing Europe, South America and Africa in the order named. In exports we shipped the bulk of our goods to Europe, while our next best customers were North America, Asia and Oceania, South America and Africa, in the order named.

Commerce with the non-contiguous territories including Alaska, Hawaii, Porto Rico, Guam and American Samoa, but not including the Philippine Islands, which is included in the figures above, for the year ending June, 1920, amounted to $184,312,351 for imports, as against $137,419,028 the year previous, and exports to the United States from the territories totalled $341,952,383 in 1920, as compared with $236,101,914. These comparisons show the territories produce nearly twice as much as they consume in goods from the United States. Alaskan gold and silver exported for the year ending June, 1920, amounted to $8,282,112, of which $8,703,085 came to the United States.

Chief among imports from foreign countries to the United States, classified in the order of their importance, are: Sugar, $688,127,380. raw silk, $454,573,638; furs, hides and skins, $376,802,462; rubber, $280,358,788; wool, $212,848,568; oils, $195,141,657; chemicals, $177,960,526; raw cotton, $156,918,719; cloth, $141,389,218; wood and manufacturing thereof, $157,307,368; nuts, $124,773,197; precious stones, $114,019,472, and seeds, $111,032,112.

The chief articles and commodities of export from the United States were: Total manufacturings of iron and steel, $932,675,866; oils, $925,322,445; wheat and flour, $808,471,226; meat products, $771,006,760; cotton and cotton goods, $364,036,786; tobacco, $323,492,682; leather goods, $291,828,413; autos and parts, $233,252,376, and in addition to tires to the amount of $60,226,716; wood and manufacturings, $168,574,578; chemicals, $159,000,927; copper, $150,497,642, and sugar, $131,771,308.

Uraguay to Protect Trade Marks

Uruguay, one of the smallest, but one of the most progressive of Latin American nations, has taken a step which might well be followed by every Central and South American Republic. She has appointed a commission to draft new trade-mark regulations, designed particularly to prevent trade-mark piracy, so common in all parts of Latin America.

On the recommendations of this body, now made public for the first time, says Dr. W. E. Auginbaugh, of the New York *Commercial*, a bill has been drafted and presented to the general assembly, and will undoubtedly within the next few weeks become a law. In accordance with the provisions of this bill now before Congress registration of a trade-mark in Uruguay hereafter will be based on a legitimate property right to the same. In addition to this the owner of a domestic or foreign trade-mark which has been in use in the country or abroad, but not registered, or the owner of one which has expired may legally oppose the registration of a similar trade-mark by a third party or apply for its annulment if registered.

Few formalities are provided for as a preliminary to registration, the chief requirement being that the applicant must assert that he is the legitimate owner of the mark and file four copies of the same. The use of portraits as a part of a trade-mark can only be done with the consent of the person whose picture is presented, and if that person be deceased, then the consent of the nearest living relative must be obtained and filed, a competent judge being provided to establish the veracity of the documents.

If every country in the world would adopt a similar law one of the greatest commercial evils, namely the stealing of established trade-marks, would be done away with and Uruguay is to be congratulated in showing the way to solve this problem which has been the cause of so much litigation and loss of trade throughout the universe.



SILVERTOWN Cord Tires have added a new word to the language of motoring—*Silvertown*, which stands for service.

Goodrich
Silvertown
America's First CORD TIRE

The Goodrich Adjustment Basis: Silvertown Cords, 8000 Miles; Fabric Tires, 6000 Miles

Foreign Trade Struggle Ahead

The steadily rising tide of imports into the United States—an unfailing measure of the extent of Europe's economic and industrial recovery from the effects of the war—presages an unprecedented struggle for world markets, for which this country must prepare, thoroughly and without delay, if we expect to hold our pre-eminent position in foreign trade. Of our thirteen billion dollar foreign trade for the fiscal year just ended, more than five billions represented imports, an increase of more than two billion dollars over 1919, and our excess of exports over imports for the year ended June 30 was approximately 30 per cent less than that for the preceding fiscal year. This report, coming at a time when our prosperity is more dependent on our foreign trade than ever before, says the Guaranty Trust Co., reminds us again that the rest of the world is hard at work, steadily striving to release itself from a burdensome commercial vassalage to the United States for supplies of food, raw materials and manufactured articles, and at the same time girding itself for commercial achievement when normality will have been restored.

The situation invites the United States to make a great contribution to the world, and in so doing to seek leadership, not by force, but in fair and generous efforts to aid in the development of other countries, both by the investment of capital where lack of it is retarding progress and by stimulation of trade through a greater interchange of commodities. The Government must give full support and co-operation if we are to retain our present trade pre-eminence. Every American manufacturer and every investor must broaden his vision to include the world horizon, to look beyond the domestic market, which may seem adequate for the moment, and plan to share to the limit of his ability the development of our foreign trade and investment overseas. The time has arrived for abandonment of the traditional American indifference to foreign conditions and opportunities and for the establishment of a broader and more permanent trade foundation.

Getting a "Ready" Sale

Sir Arthur Conan Doyle, who shrewdly maneuvered Sherlock Holmes through the mystifying mazes of "The Red-Headed League," would have reveled in the idea used by the Chester Clothes Shop, in Boston, to attract attention to its recent opening. The "Retail Ad-viser" of the Worcester, Mass., *Telegram* relates why as follows:

In Boston, as in other cities, new stores are no novelty. They blossom forth almost every day and the public, as a rule, goes it way unheeding until time and a reputation for the excellence of materials gives the young organization the hallmark of reliability. But Chester Clothes Shop didn't care to wait for time to turn the trick. They knew they had the goods the public wanted, and they were determind to lose nothing by a watchful-waiting policy. So they advertised one of the most unusual offers ever made in Boston.

"The reddest red-haired man who presents himself at our new store on the opening day will receive a suit of our best clothes without charge," was the announcement which appeared in the local papers for some days previous to the commencement of business at 349 Washington street. And, on the day appointed, it was all that people in the vicinity could do to refrain from turning in a fire alarm!

Men with red hair of a brick-dust shade; strawberry blondes; thatches of the tone which Titian immortalized; hair that was carroty and hair that was sorrel; rufous, rosy rubicund hair; hair that ranged all the way from a mild and inoffensive red-gold to hair that was a flaming danger signal—all these and more presented themselves for inspection, while crowds struggled for a closer glimpse of the hirsute display. Officer M. F. Flynn, of the Boston traffic squad, was finally adjudged the winner and awarded the suit—while the Chester Clothes Shop started off with a day's business of a remarkable size.

New Field for U. S. Razors

American razor makers are wondering at the sudden increase in the demand for their product from France. Before the war the sales of American cutlery in France were insignificant. Every month now sees large shipments of American cutlery go to France, and there is every reason to believe that the total sales to that country this year will amount to $4,000,000. Several explanations are put forward by French cutlery men for this sudden popularity of the American razor and American cutlery in general. One is, according to Charles H. Paine, editor of the *American Cutler*, that the Frenchman is not as proud of his beard as he used to be and has taken to the American and British custom of shaving.

The war has induced many Frenchmen to shave, and the mustache instead of the beard is becoming more and more the fashion with young Frenchmen, says the New York *Times*. As French barbering is often quite as "barbarous" as in this country, self-shaving is on the increase, and American razors are in vogue for that reason. Naturally, the dropping out of German competition in the French market and the decline of English supplies have had something to do with the present large sales of American cutlery, but it is stated that where the American razor has been tried it usually makes good.

Cheap German Clocks Imported

Importations of German-made clocks, mostly of the cheap variety, are increasing in volume and are being seriously considered from the competitive angle by domestic clock manufacturers. The domestic producers admit that some of the German importations, especially of alarm clocks, are offered at attractive prices. However, the German competition has not reached a serious point in the minds of manufacturers here, largely because the latter are sold up on their forward production anywhere from six months to a year ahead.

There has been some falling off in new orders for clocks, but this is attributed to the fact that jobbers and retailers still have considerable quantities owing to them by manufacturers on back orders and nothing can be gained by placing new orders.

In some quarters on the clock trade a stronger demand is manifesting itself for the eight-day alarm clocks, a feature introduced about three years ago. The generally well sold condition of the clock trade has prevented the "pushing" of the eight-day alarm timepieces, and the success of such clocks is only becoming known to retailers now.

Executive Should Sign Export Mail

Those who are familiar with commercial practices abroad understand that all correspondence addressed to foreign business houses should be signed by someone in authority—a member of the firm in the case of a partnership, or an officer of the company, or at least the expert manager in the case of a corporation, writes Trade Commissioner MacLean. It appears, however, that there are many American firms who use a rubber stamp, or the signing is done by some clerk occupying no position of authority.

In a number of cases this has been unfavorably commented upon by Italian business men, who quite naturally wish to deal directly with the principals and to be assured that the firms with which they are dealing are prepared to stand by the statements made in their letters.

Norway Bars Luxuries

Importation into Norway of articles of luxury, such as automobiles, diamonds, laces, paintings, pianos and phonographs, has been forbidden by a Government order. The list of forbidden imports includes silk, jewelry, watches, furniture, furs, patent leather shoes and motor cycles.

The action was taken in order to halt the decreasing value of Norwegian money, largely caused by overwhelming imports, while exports declined. American trade is thereby restricted, as the greater part of the articles named have been imported from America.

The high dollar value had already restricted the purchase of American goods. The rate today was 6.67 kroner to the dollar, as against the normal rate of 3.72.

Morocco Wants Publications

The Chamber of Commerce in Melilla, Morocco, Rafael Fernandez de Castro y Pedera, secretary, is anxious to secure American commercial publications for its library. This Chamber of Commerce has over 400 members and is a very active association. Melilla is the chief port of entry for Spanish East Morocco.

The chief lines of imports in which United States exporters might be interested at the port are flour, textiles, gasoline, soap, candles, matches and preserved meats.

Advertising American Trade-Marks

Through the sale of United States army surplus supplies in France the French people have become familiar with many American trade marks, says *Geyer's Stationer*. Fountain pens intended for the A. E. F., but not issued, are included in the American trade-marked items which are being made familiar to the French.

Canada's Pulp Exports Grows

A statement issued from Montreal this week showed that the exports of pulp and paper from Canada for the month of April last reached a total value of $8,172,356 as compared with $4,968,939 for April, 1919, an increase of more than $3,000,000, or approximately 64.5 per cent.

The distribution of the output was as follows: United States, $6,658,248; United Kingdom, $850,085; other countries, $1,075,664.

Cincinnati Starts Export Paper

Through the enterprise of the Division of Manufacturers of the Chamber of Commerce, Cincinnati has a new trade publication whose influence is expected to be felt around the world. The new magazine is called the Cincinnati *Manufacturer and Exporter*, and is devoted to information concerning Cincinnati manufactures, together with a complete indexed list of all the products manufactured in the city. Extensive advertising by several hundred Cincinnati firms will tend further to spread the prestige of the Queen City by means of the magazine. The circulation will reach all the markets of the world. Publication will be on a monthly basis.

International Samples Fair at Trieste

An exhibition, to be known as the International Samples Fair, will be held at Trieste from Sept. 26 to Oct. 17, under direction of the Trieste Chamber of Commerce and Industry. Application for exhibition space should be made to that body through the Italian Chamber of Commerce of New York City, 99 Hudson street. The exhibition offers an excellent opportunity for American exporters to study industrial conditions and to learn the need of the nations trading through Trieste.

Traffic Truck Appoints Export Head

The appointment of Herbert R. Small to the position of manager of the export division of the Traffic Motor Truck Corporation of St. Louis, Mo., has just been announced by Harry H. Hawke, general sales manager of the company. Prior to his joining the traffic organization, Mr. Small was assistant export manager of the Republic Motor Truck Company of Alma, Mich.

Baron Beaverbrook Coming Here

Baron Beaverbrook, owner of London *Daily Express*, Minister of Propaganda during the war, and at present interested in the Anglo-Persian Oil Co., will sail for New York on the *Aquitania*, according to a *World* copyright London cable.

Spanish Newspaper Owner Dead

Miguel Moya, former president of the Association Press of Madrid, is dead at San Sebastin. He was owner of the Madrid newspapers *El Liberal* and *El Heraldo*.

International Advertising Exhibition

The International Advertising Exhibition, promoted by the members of the Thirty Club of London, has been scheduled to be held at White City, England, from November 29 to December 4.



The Lands that Caesar Trod—

THE more you look into the matter the more you will be surprised at the number and variety of maps published by RAND McNALLY.

It seems as if you could not possibly wish for a map that isn't issued at Map Headquarters.

Here, for instance, is a map of Ancient Gaul, showing the lands that Caesar trod—marking the lines of his advance into Britain and the dates at which certain points were reached.

You say that you may never use such a map? Quite true. But someone will. And therefore RAND McNALLY make it.

So it is that every conceivable map for every conceivable purpose is published by RAND McNALLY. These maps are not only accurate when first printed, but they are regularly and continually revised to date, the result of new surveys, of research, and of travel being carefully recorded year by year in the plates.

We believe that you should know that no other house in this country has equal facilities for securing and handling such data. No matter what kind of map you may need, be it a map of New York City or of Ancient Gaul, you will find it to your advantage to get a RAND McNALLY. Fifty years of experience means something in the map business.

RAND McNALLY

RAND McNALLY BLACK *and* WHITE MILEAGE MAPS

A new series of State Maps featuring steam and electric railroads and railroad mileage between cities, towns and junctions. Made unusually distinct through elimination of other detail. Each map folded to convenient pocket size with index giving location and population of cities and towns, their principal industries and products, telegraph and mail service, hotels and rates.

Other features which will appeal to the progressive business man, salesman and tourist.

All States
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News stands, bookstores, stationers, drug stores and cigar stores have the RAND McNALLY map you want or will get it for you.

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Map Headquarters
536 S. CLARK STREET, CHICAGO—42 E. 22ND STREET, NEW YORK

BUY RAND McNALLY BLACK AND WHITE MILEAGE MAPS FROM YOUR DEALER

A New Order in Sales Conferences

A Reversal of the Usual Program for the Sales Conventions Puts New Life Into a Selling Force

By F. J. BLASCHKE
Advertising Manager, Ivanhoe-Regent Works, Cleveland, Ohio

WHAT salesman's or sales manager's delightful anticipation of sales conferences isn't somewhat marred by the thought that some things are necessary evils? And what salesman or sales manager hasn't returned to his duties after the yearly or semi-annual sales session with a sort of "now I'm glad that's over" feeling? What group of home-office officials hasn't been seriously puzzled when laying plans for "putting the pep" into the coming sales force gathering? The answer to all of these questions is the same: Few!

Periodical gatherings of the men on the road, branch office and home headquarters officials are absolutely necessary in a large majority of businesses. Branch offices of some manufacturing organizations having men working in local territories hold weekly or bi-weekly meetings. Such conferences are almost absolutely necessary to the efficient and harmonious management of the business.

BUILDING SALES EFFICIENCY

Many would agree that annual gatherings of an entire sales force are beneficial, though of short duration and devoted almost entirely to fraternizing and getting acquainted, for personal contact is almost absolutely necessary to cooperation. No doubt there are conventions planned with very little else as their purpose than to provide opportunities for an expression of the jolly-good-fellow feeling. But these gatherings grow fewer.

The dollars-and-cents value of conferences must be given careful consideration by convention committees, as it rightly should be. How to put the punch into necessary gatherings of the sales force and insure their value from a commercial standpoint as well as from the standpoint of maintaining organization morale has puzzled many an overburdened sales executive.

After several sessions of annual and semi-annual conferences conducted according to the usual order, which, in its final analysis, no matter how well camouflaged, amounts to nothing more nor less than a presentation of home-office ideas by home-office officials and perhaps some invited talent, with men from the territories as listeners, expected and expecting to absorb something of value, a feeling begins to develop that a new order is necessary. A new system for creating inspiration and getting across the much-sought-for and much needed ideas is necessary.

After several years of similar programs with only minor variations a feeling of monotony as to sales conferences naturally develops. The older men in the organization weary of the lack of variety in the program, and the newer men receive a poor impression because of the apparent lack of interest among their seniors.

Such were the symptoms recognized by the management of a Cleveland manufacturing concern when plans for a recent sales convention were started. Considerable thought and a happy inspiration suggested a reversal of the old order—and results proved the value of the idea. Announcement was made to the sales force that there would be no sales conference but that the next meeting would be a "Salesmen's Conference."

REVERSING THE ORDER

Instead of a program which featured home-office officials as the stars, the schedule called for the presentation by salesmen of subjects involving practically every angle of the firm's business. Instead of telling his men how to train jobbers' salesmen to push their goods, the sales manager assigned this subject to Arthur, a salesman who had a good record for doing that very thing. Henry, another salesman, was on the program to tell how to meet certain active competition. His paper, which he rightly felt would be considered by his fellows and the company officials as a measure of his capability, was a revelation. Other salesmen talked about advertising, mail campaigns, stock distribution, relations with dealers, and other subjects.

Henry's analysis of the advantages and disadvantages of the competitor's products, in comparison with the company's products, both of which are articles requiring not a little technical knowledge, indicated earnest study and served as an incentive to his fellows to put themselves on the same plane with the conference star.

Each salesman's paper was discussed in detail by another salesman who had the opportunity to study it before its presentation, and was afterward subjected to the general discussion of the entire conference. This plan served to bring up practically every point of any importance in connection with every subject on the program.

The first three days of a four-day business session were devoted to this order of procedure. The salesmen had the opportunity to voice their ideas freely, not as comments on policy and practice as first

The New Order in Sales Conferences

This is the working schedule of the Salesmen's Conference, outlined by F. J. Blaschke, Advertising Manager of the Ivanhoe-Regent Works, which offers possibilities for application by manufacturers who find their salesmen "going stale" on the old order of conferences:

Have the salesmen conduct the conference, with the home office executives in the background.

Devote the first meetings to having the salesmen voice their ideas freely, as culled from practical experience.

Bring about studied discussions of the ideas thus put forth.

Devote the closing meeting or meetings to the home office, when the department heads will present plans and coordinate managerial ideas with those of the men who meet prospects and customers.

suggested and presented by home-office officials, but as developed by themselves through experience and observation. The fourth day was home-office day, the time for department heads to present plans and coordinate managerial ideas with ideas of the men who meet the prospects and customers.

The plan was a huge success, so much so that it has been adopted for the next conference. It helped headquarters officials see the salesmen's viewpoint a little more clearly and gave the salesmen a feeling of more intimate contact with the managerial functionaries. A change from sales conferences to salesmen's conferences has possibilities of putting new life into sales organizations and lessening the woes of many a sales manager.

New Publications

"The Picture Press"

A new motion picture magazine is now being published in Los Angeles called the *Picture Press*. David Swing Ricker is advertising manager.

"American Christian Daily"

Chicago is to have a new daily newspaper soon, to be known as the *American Christian* Daily. Dr. J. A. Musma, former editor of the *Daily Press* of Grand Rapids, Mich., will be the editor.

"The Colombian Review"

The Information Bureau established by the Colombian Government in New York is now publishing, under the editorship of Ernesto Ponce de Leon, the *Colombian Review*.

New Magazine for Coast

A new magazine, the first issue of which will appear in November, is to be published by the California Industries Association, of San Francisco. The directors of the association are to be the sole owners, and the first issue will have a circulation of 5,000.

Japan's Imports Are Larger

Japan's foreign trade for first seven months of 1920 resulted in unfavorable trade balance of nearly $250,000,000. Imports totaled approximately $885,000,000 with exports $636,000,000.

Auto Advertising Heads to Meet

The Advertising Council of the Motor & Accessory Manufacturers' Association will meet at the Statler Hotel in Cleveland, September 17 and 18. On September 16 and 17 the Association's Credit Convention will be held.

Page Direct Saxon Sales and Advertising

Carl H. Page, well known in automobile circles through his connections as New York manager for the White Company, Chalmers Motor Car Company and others, has been appointed director of sales and advertising for the Saxon Motor Corporation. At the same time Charles P. Hennessy was made Saxon sales manager to succeed C. L. Fox, resigned.

Dodge Brothers Make Appointments

George H. Phelps, advertising manager of Dodge Brothers, Detroit, Mich., has been given the title of director of advertising, and O. E. Mittelsteadt, for more than five years associated with the advertising department, has been made assistant director of advertising. H. M. Robins is now director of foreign sales, and J. J. Palmer becomes his assistant.

National Association of Book Publishers

The National Association of Book Publishers, which was organized on July 21, has for one of its important aims the purpose of spreading more widely the knowledge and love of books and so creating a larger book-buying and book-reading public. For the remainder of the current year the following officers were elected: president, J. W. Hilton of D. Appleton & Co.; first vice president, John Macrae of E. P. Dutton & Co.; second vice president, C. C. Shoemaker of the Penn Publishing Company; third vice president, J. E. Bray of A. C. McClurg & Co.; fourth vice president, Alfred R. McIntyre of Little, Brown & Co.; secretary, Frank C. Dodd of Dodd, Mead & Co.; treasurer, George Palmer Putnam of G. P. Putnam's Sons. There was also chosen a Board of eight directors, representing as many publishing houses. A week later there was organized a National Board, which has opened headquarters offices for the association at 334 Fifth avenue, New York. The executive secretary of the board is Frederic G. Melcher, editor of the *Publishers' Weekly*. The National Board expects to devise and initiate very soon a series of efforts aiming to produce a wider diffusion of interest in books.

Joins San Francisco Agency

Morton Bachrach, formerly of the Merchandise Service Bureau of the Boston Post, has joined the copy department of Emil Brisacher and Staff, San Francisco.

Love Letters Sell Stoves

The Ruentiss-Wabers Stove Co., Grand Rapids, Wis., in advertising its Auto-Kamp-Kook-Kit in outdoor publications this summer has used an unusual form of advertisement. Under the page heading of "Lucille's Letters to Larry," three personal letters from Lucille to her beau tell of a delightful camping trip, and, of course, of how the little stove worked. The letters are accomapnied by several snapshots, including one of Lucille, herself, playing the role of cook. The Irwin L. Rosenberg Co., Chicago, which places the advertising, reports that the advertisement has "pulled splendidly."

Advertising Literature Wanted

The recent proposal of the mayor of Buenos Aires to inaugurate a municipal library of books, maps, guides, and technical data relating to progressive cities of the world offers to the chambers of commerce and manufacturers' associations of American communities an especially good opportunity to place their advertising literature in the proper hands. The purpose of the library is to have for consulting purposes as much information as possible on municipal works, sanitation, streets and parks, as well as the laws and regulations of the chief cities of the world. Views of municipal works, parks, etc., are also desired for the archives. All books, maps, etc., which, by the way, need not be in Spanish, should be sent to the Archivo y Biblioteca Municipal, Buenos Aires, or to the Argentine consuls in the United States.

Certain-teed Buys Oilcloth Firm

The Certain-teed Products Corporation has purchased the entire capital stock of Thomas Potter Sons Company, Inc., of Philadelphia, according to an announcement made by George M. Brown, president of the purchasing company. The deal involves more than $3,000,000, and it is understood that the purchase plan is of particular advantage to the Certain-teed Products Corporation.

The acquired company is a manufacturer of well-known linoleums, felt base floor coverings, oilcloth and the like, and has been in business since 1837. William Potter, former United States ambassador to Italy, will, under the new arrangement, become a member of the Board of Directors of the Certain-teed Corporation and Joseph W. Wear, treasurer of the Potter Company, will be vice president of the Certain-teed Corporation in charge of that department of the business. Annual sales of the Potter company have been in the neighborhood of $6,000,000.

"Exide" Sales $2,918,495

Gross sales of the Electric Storage Battery Company for five months ended May 31, 1920, were $2,918,495. Net earnings from sales were $2,094,081 and other income $205,151.

Aetna Explosives Net $1,510,930

The annual report of the Aetna Explosive Company for the year ended June 30 shows net profits, after charges, of $1,510,930.

American Writing Paper Sales

The American Writing Paper Co. reports gross sales of $15,619,684 in the six months ended June 30. The net balance before deduction of Federal income taxes was $1,421,559.

Tide Water Oil Business Grows

Business of the Tide Water Oil Company for the six months ended June 30, 1920, was $10,487,936, as compared with $9,062,768 during the same period in 1919, and $8,818,763 in 1918.

Sweather Trade Raising Appropriation

In a letter to manufacturers of knitted goods, S. S. Sampliner, chairman of the Publicity Campaign Committee of the National Association of the Sweater and Knitted Textile Industry, explains that over $27,000 has been pledged for the work of keeping up consumer and buying interest in knit goods. The campaign will not be launched until $50,000 has been pledged. The payment is made of one-tenth of one per cent of the sales of the manufacturers who contribute. The trade is being asked to cooperate more fully with the movement.

New Yorkers Pay More

Government investigation shows New Yorkers are paying $18,000,000 more a week for living necessities than six months ago, prices having increased 15 per cent between December and June. Increase 119 per cent from December, 1914, to June, 1920. Women's clothing increase 258 per cent and men's 220 per cent. Food advance 105 per cent and fuel and light 60 per cent in same period. All other expenses show gain of 111 per cent. At present rate New York's weekly expenditures for necessities is about $138,000,000.

The Men and Women Who Make Our Mediums

IRVING CRUMP
Managing Editor of Boys' Life

One of a Series of Informal Visits With the Leading American Editors and Publishers With the Object of Interpreting What They Mean to Advertisers

By E. WALTER OBSORNE

WE RESIST the temptation offered by the facility of the phrase to call him "the man who put the life in *Boys' Life*"; for the liveliness of his charge antedates his editorial career. We can, however, "without fear of successful contradiction," say that he is the man who put a good deal of the "boy" in *Boys' Life*.

Putting the "Boy" in *Boys' Life* might imply either that he had swollen the bulk of juvenile contributions to his paper or that he had himself contributed to charging the atmosphere of the magazine with the electricity of boyhood. Irving Crump, managing editor of *Boys' Life*, interests us because of the success with which he has done the latter.



IRVING CRUMP

THE IDEAL BOYS' EDITOR

From the by-stander's point of view, the ideal editor of a publication for boys would be a boy—a sort of super-boy who, with the fresh mentality of youth, could combine the executive ability of the matured mind trained in the school of experience in which the boy, in the boyhood stage, is still a primary scholar. Man, facing the insuperable, resorts to compromise. Hence, Irving Crump.

Irving Crump is our candidate for the ideal editor for boys—one of our candidates, for there are others in the uncrowded arena. At thirty-two he has managed, by some "divine alchemy," to keep, or, at least, to understand, the freshness of contact with which the boy in the years in which he subscribes to *Boys' Life* approaches the natural, the super-natural and the unnatural—and approves, wonders and damns. At thirty-two he is much the same boy as the youngster who went fishing in the streams around Saugerties, N. Y., and read in books, and confirmed along the banks of running brooks, the bird-lore and animal-lore upon which he has since built fascinating stories for boys and which plays such an important part in the text matter of his publication.

But the editorship of a successful boys' magazine demands other attributes than an understanding of boys, though that is the first and most important. An editor is an editor whatever his clientele and must hold his position by his executive ability. Irving Crump came to the executive desk of *Boys' Life* by way of the newspaper, than which there is no better training school for editors. He was for several years a member of Mr. Hearst's staff on the New York *American*. Then he went to the head of the "Edison Weekly," the house magazine of the Edison Company. It is important to stress this fact for we are firmly persuaded that there is no better key to a man's breadth of understanding than his ability to edit successfully a house organ—to "get across" to a diversified mass of employes, to personify so abstract a thing as "the organization" in a way which will promote loyalty based on other things than the pay envelope. These two periods and a third—which overlaps the others—in which he was writing many stories for boys and some for grown-ups form

epochs of outstanding significance in the history of Irving Crump.

TALKS "WITH"; NOT "TO"

Having established his executive qualifications, let us return to our main thesis which is concerned with the "boy" that he put into *Boys' Life*. This is an inquiry not without very great interest in an investigation which narrowly seeks to examine an editor's value to his advertisers. An advertising medium must do more than supply space: it must guarantee readers; more—it must guarantee an intimate reader interest. Now you cannot get a boy intimately interested in any medium in which you talk *to* him: you must talk *with* him. Irving Crump, who has nothing whatever to do with shaping the advertising policies of his magazine, serves its advertisers by his capacity to talk *with* and not *to* the boy.

Boys' Life is the official publication of the Boy Scouts of America. It is essentially an out-of-door magazine as the Boy Scout movement is an out-of-door movement. Its editor is an out-of-door man. We pictured him fishing along the streams that descend the storied Catskills back of Saugerties. Now, we defy anyone to go and look at the blue loom of the Catskills massed above the Hudson in the neighborhood of Saugerties — to look, perhaps, with Washington Irving's introduction to the story of Rip Van Winkle in mind—and declare that here is not the power to develop in the mind of a boy a sense of romance and an awe of nature strong enough to last over far beyond the traditional years of boyhood. With a love of nature developed against this background, which not so long ago tempted the famous "Hudson River School" of painters to attempt the impossible in depicting it—an attempt which today we regard with pity mingled with admiration at their daring—Irving Crump combined an active curiosity to learn the secrets of out-of-door life. So he grew up to be what we like to call an out-of-door man. Today, he succeeds in the midst of an editorial life, in inbibing the stimulating spirit of the out-of-door by living at Oradell, N. J., where, forty minutes away from New York, he says: "The chipmunk runs down the stone wall along my road to the train every morning, the rabbits skip off my lawn into the underbrush when my arrival home startles them at evening; the whip-poor-will cries around my back door; the woodpecker drums reville to wake me up when I would lie abed Sunday mornings; the woodcock pays me periodical visits; and I have all the feathered and furred life of the district as neighbors in the woodland that encroaches upon my domain.

HIS TRAIL GUIDES

Mr. Crump came to *Boys' Life* in April, 1918, recommended to the publishers by his personal acquaintance with the big-hearted men who write for boys and by his own literary productions along the same lines. He came with, as we have done a good deal more than intimate, a wide understanding of boys and a very few maxims for guidance. Among these, was a wise admonition, which said: "Say 'do' in talking to a boy; not 'don't.' Another bade him to appeal to a boy through his senses—through direct primary circuits, not through the abstractions of moralization and preachment. Another said: "Teach a boy to be clean, curious, and sympathetic in his relations with nature and he is going to be clean,



RUNNING AHEAD

THAT is what Paper did in a recent investigation; ran ahead of the rest of the field.

At our request "Advertising & Selling" sent out a questionnaire to the pulp and paper mills to find out just what publication in this industry was considered first by the mill men.

Of the five leading questions that had to do with production PAPER leads its next nearest competitor by 69 to 44 preferences, which is somewhat over 55%.

The results of this analysis of the trade papers covering the pulp and paper industry are of interest to every advertiser who sells this steadily growing market.

A copy cheerfully sent on request.

PAPER

The Production Journal of the Industry.

471 FOURTH AVE., NEW YORK CITY

curious, sympathetic, and efficient in his relations with his fellowmen. Another said: "Stimulate a boy's healthy interests in life and he won't have time or inclination for unhealthy ones." Perhaps there were one or two others, but we have cited enough to indicate what they were: simple, elementary, straight-forward and as old as the hills, yet new enough to make them appear novel when carried into the editorial sanctum.

Another maxim driving along another angle bade the editor devote an appreciable amount of his time and energy to the important task of developing the trained writer of adult fiction in the specialized art of writing fiction for boys. It may be said, not altogether as an aside, that *Boys' Life* does not flinch from the "thriller." It has no aspirations to ape the much-maligned and now defunct "dime novel" but it has an editor who believes in clean red-blooded stories and believes that, rightly written, the average boy will get more good out of them than he could, or would, out of the familiar innocuous juvenile tale that bears the imprint of the preacher's personality and in which the moral overshadows the story.

IMPORTANCE TO ADVERTISERS

Irving Crump conceives his mission as making boys curious and keeping them curious about the good things of life; training them to be observant of nature's ways and to observe nature's rules; keeping them simple of heart and active of mind; but of all the time doing it not as a preacher who has heard a call to spread a dogma but as a boy retailing casually for the benefit of his comrades the signs which he has found guide straight along the trail. Tell the boy that this notch points to the way around the beaver pond, that that cairn marks the spot where the redskin camped and you won't have to rhapsodize over the beauties, or the dangers of the trail. He'll be watching for them and will learn them for himself.

It goes without saying that the advertising policy of *Boys' Life* is consistent with this editorial policy. A close watch is kept on the commodities advertised in the magazine's pages and on the copy that introduces them to its juvenile subscribers. Recently,bearing in mind the Scout law that commands the conservation of animal life, the publishers announced that they would thereafter carry no fur advertising.

Certified Circulations

Some Mediums in Several Classes Whose Audits are Made by the

AUDIT BUREAU OF CIRCULATION

CLASS TRADE AND TECHNICAL

AERIAL AGE WEEKLY, New York
The National Technical, Engineering, and Trade Authority of the aeronautic industry. The foremost aeronautical magazine in America in point of quality, circulation, and authoritative editorial contents.

THE AMERICAN ARCHITECT, Member A. B. P. Inc. New York
The weekly business newspaper of the architectural profession subscribed to at $10.00 per year by practically every worthwhile architect. Published every week since 1876.

AMERICAN EXPORTER, New York
The world's largest export journal. Carries 1,400 continuous advertisers. Circulates every month through English, Spanish, Portuguese and French editions among leading firms abroad that buy American manufactured goods. Member Associated Business Papers, Inc.

THE ARCHITECTURAL RECORD, New York
National professional monthly established 1891. Average net paid circulation exceeds 9,500. Member Associated Business Papers, Inc.

AUTOMOTIVE INDUSTRIES, New York
The only journal dealing with engineering and industrial problems in the third largest industry. Published weekly. Subscribed to by manufacturers, engineers and other industrial officials, allied industries, foreign manufacturers, etc. Net paid circulation 8,519. Member Associated Business Papers, Inc.

BAKERS WEEKLY, New York City
Leading paper in the baking industry. Member A. B. C. and Associated Business Papers, Inc.

BOOT AND SHOE RECORDER, Boston
"The Great National Shoe Weekly." The indispensable advisor on shoe styles and shoe merchandising of the best-rated retail shoe merchants in this country. Circulation 10,000 copies weekly. First choice of the advertiser of shoes, leathers or shoe-store goods. Member Associated Business Papers, Inc.

BUILDING AGE, New York
Established 1879. Published monthly. Subscribed to by the men who do the building construction of the country. Circulation almost exclusively among those who purchase materials as well as tools.

THE DRY GOODS ECONOMIST, New York
The Dry Goods Economist, a national dry goods weekly for retailers and jobbers, is the accepted authority of the dry goods trade. Eight issues of each year are World Wide numbers with over three thousand added foreign circulation. Type page 8¼x12¼. Published Saturdays—forms close Wednesday preceding. Member of the Associated Business Papers, Inc. The Dry Goods Economist, 231 West 39th Street, New York City.

EXPORT AMER. INDUSTRIES, New York
Monthly English, French, Spanish and Portuguese editions reaching foreign business men interested in the United States as a source of supply for their industrial and mercantile requirements. Official International Organ of the Nat. Assn. of Mfrs. 60,000 circulation guaranteed.

THE GAS RECORD, Chicago
Semi-Monthly. Edited by practical gas men. Reaches builders and operators of artificial and natural gas plants, and makers and sellers of gas-consuming appliances. Member A. B. C. and A. B. P. Eastern office 56 W. 45th St. New York.
Telephone Vanderbilt 3695.

HARDWARE AGE, New York City
Iron Age Publishing Company, 239 West 39th Street, New York City; established 1855; published weekly on Thursday; forms close ten days preceding; type page, 7x10; one time rate, $145; 52 pages a year $96; subscription price $3.00; charter member A. B. C. and A. B. P. The national market report paper of the hardware industry and for 65 years an inspiration to better hardware merchandising, anticipating the changes, recording the achievements and cooperating in the successes of hardware merchants from the Atlantic area to the Pacific coast. Read on paid subscription, as a business service, by practically every worth-while hardware retailer and wholesaler, North, South, East and West, as well as their traveling salesmen, retail clerks, department managers, etc. Branch offices: Chicago, Boston, Philadelphia, Cleveland, Pittsburgh, and San Francisco.

THE IRON AGE, New York
"The World's Greatest Industrial Paper," established 1855; published every Thursday; forms close eight days preceding; type page, 6⅞ x 11"; one-time page rate, $108; 52-pages a year, $80; subscription price, $6; charter member, A. B. C. and A. B. P. The *Iron Age* serves buyers and sellers in the machinery, automotive, shipbuilding, railroad, farm implement, foundry, iron, steel and other metal-working industries. Its circulation is world-wide and is composed almost entirely of manufacturing plants. Its readers therein are the executives charged with the problems of management involved in purchase, production, costs and sales. Branch offices in Chicago, Pittsburgh, Boston, Philadelphia, Cleveland, Cincinnati, Washington and San Francisco.

MARINE ENGINEERING, New York
Guarantees more paid individual subscribers among shipbuilding companies and their officials, also among steamship and steamboat companies and their officials, than all other marine publications in the country combined. Member Associated Business Papers, Inc.

MERCHANTS' TRADE JOURNAL, Des Moines, Chicago, New York, Boston
Published monthly—subscription price $3.00 per year. Sworn, paid national circulation among retail merchants, exceeds 24,000 (rate based on 16,000). Maintains trade investigation bureau.

METAL WORKER, PLUMBER & STEAM FITTER, New York
Established 1874. Published weekly. Recognized authority on heating, plumbing, roofing and sheet metal work. Devoted particularly to the interests of the buyers of materials in the above lines—the combination shops. Market Report an important feature. Member Associated Business Papers, Inc.

MOTOR AGE, Chicago
The Weekly News and Service magazine of the automotive trade. Editorially, it specializes on the maintenance is devoted to the interests of motor car, truck and tractor dealers who make up over 50% of its more than of motor cars, trucks and tractors and 30,000 paid subscribers. Member Associated Business Papers, Inc.

MOTOR WORLD, New York
Subscribed for and read by the big percentage of dealers, jobbers and garage owners who study merchandising and are interested in the profit side of their business. Net paid circulation in excess of 22,000 per week. Member Associated Business Papers, Inc.

Certified Circulations

Some Mediums in Several Classes Whose Audits are Made by the

AUDIT BUREAU OF CIRCULATION

CLASS TRADE AND TECHNICAL

THE RETAIL LUMBERMAN, Kansas City, Mo.

The dominant trade paper in the retail lumber and building material field. It furnishes lumber dealers with building, advertising and sales service, and is a high class advertising medium. Total net paid circulation in excess of 5,000. Ask for statement. Member Associated Business Papers, Inc.

SHOE AND LEATHER REPORTER, Boston

For 63 years the most influential and intensive paper in an industry rated as fourth in the country's business. During 1919 the REPORTER carried 4,000 pages of paid advertising, which is 454 more pages than its chief contemporary. Published each Thursday. World-wide circulation at $5 a year. Member Associated Business Papers, Inc. Ask for A. B. C. Report.

THE SHOE RETAILER,

with which is consolidated THE SHOEMAN and Boots & Shoes Weekly; circulates exclusively in the retail shoe field, in well-rated stores and departments among those who are interested in matter of style, trade situation and store management. Members of A. B. C. and Associated Business Press.

TEXTILE WORLD JOURNAL, New York

The Dominating publication of the textile industries. Its readers are mill men who control purchasing of supplies for this country's second largest industry. Over 750 industrial advertisers using space under yearly contract. Member Associated Business Papers, Inc. One Time Page rate, $100.

AGRICULTURAL

NATIONAL STOCKMAN & FARMER, Pittsburgh, Pa.

"130,000 guaranteed. Covers Ohio, Pennsylvania, West Virginia. $1.00 per year cash. It does not believe in the advertisers bearing all the expenses of a publication."

FARMER AND BREEDER, Sioux City, Iowa

Devoted to the interests of the capitalistic farmers and breeders of the Golden Egg Territory — southeastern South Dakota, northwestern Iowa, northeastern Nebraska and southwestern Minnesota. Circulation 90,000. Rate 50 cents an agate line.

MAGAZINES

THE MODERN PRISCILLA,

A magazine designed for thrifty womankind. Devoted to the three important topics of Needlework, Clothes and Housekeeping. A practical magazine for practical women. 97% of its readers are housekeepers; 83% are mothers. Over 90% of its readers keep back numbers indefinitely for reference. Rate $4.00 per line.

NEWSPAPERS

THE COURIER NEWS, Fargo, N. Dak.

Published in the heart of the famous Red River Valley wheat growing section, has the largest circulation of any daily newspaper in the state. Advertising rates 4 cents a line. Government wheat guarantee makes North Dakota the best field for advertisers in the nation this year.

THE BRITISH WHIG, Kingston, Ontario

Only A. B. C. paper in city of 25,000. April average 6,424. City circulation 3,950; country, 2,474. Carries many exclusive news features. 14 to 22 pages, something unique in newspaper annals, daily. Write for house organ, "More Pep."

Irving Crump

(*Continued from preceding page*)

The advertising staff is anxious so to apportion the space at its command so that it may be a complement to the editorial space in the work of stimulating the boy's interest in lines of healthful, gainful activity.

Irving Crump lives, as we have said, out at Oradell, N. J. He is married and has a nine-years-old daughter. There is also a boy in the family.

He is Irving Crump himself.

New Motor Body Concern

Hale & Killburn and the Wadsworth Manufacturing Company have merged into a new concern to be known as the American Body Corporation. Edward G. Budd will be president of the new company, and voting control will be vested in trustees two-thirds of whom are to be named by the American Can Company, which will have a substantial interest. The new capitalization is $20,000,000. Unfilled orders of the new organization are reported to amount to approximately $15,000,000.

A Correction

Through an error on the part of Advertising & Selling, the line "New York's Picture Newspaper" was left out of the *News* advertisement appearing on the front cover under date of August 14. The advertisement should have read:

"The net paid circulation of the *News*, 'New York's Picture Newspaper,' now exceeds one-quarter of a million daily. Of this 98 per cent is in Greater New York and Suburbs."

Leave "Eagle" for Business

Two members of the Brooklyn *Daily Eagle* reportorial staff, Joseph A. Frederickson and Joseph Appelgate, Jr., left the staff last week to enter new business. Frederickson, who has been a member of the staff for more than seven years, has accepted a very good and official position with the Brooklyn Rapid Transit and Mr. Appelgate is to be associated with fiction writers connected with a large New York Syndicate. Mr. Frederickson wrote the transit news for the *Eagle* and was an all around star reporter, as was Mr. Appelgate, who covered the Federal Building for the *Eagle*. Last Friday afternoon both men were presented with fountain pens, gifts of the staff.

New Editor for "Geyer's Stationer"

Charles B. Rosengren has been named as the new editor for *Geyer's Stationer*. Mr. Rosengren during the war was in the administrative branch of the General Supplies Division.

Williams, Handley-Knight Advertising Head

D. B. Williams has been appointed advertising manager of the Handley-Knight Motors Co., Kalamazoo, Mich. He has been connected with the Stoddard-Dayton Co., the American Motors Co., Mutual Motors Co. and Chevrolet Motors Co.

Kip Heads Bailey Organization

Frank C. Kip has been made general manager of the George D. Bailey Co., Chicago, operating as a service organization for Shafer roller bearings. Mr. Kip will have entire charge of sales and advertising for his new connection.

Larisey Heads N. B. Tractor Sales

H. Leon Larisey has joined the New Britain Machine Co., New Britain, Conn., as sales manager of the tractor division. In the last five years Larisey has been associated with the Smith Motor Truck Corporation as sales manager; the Knickerbocker Motors, Inc., of New York and Poughkeepsie, as general manager; and with the Short Turn Tractor Co. of Minneapolis as general manager. He is now engaged in directing a national merchandising campaign for the N. B. tractor.

Fields Promoted at Liberty Motor

J. E. Fields, director of sales, advertising and service for the Liberty Motor Car Co., Detroit, Mich., has been made assistant general manager of the company.

R. M. McCormick, formerly eastern district manager in charge of sales, has been promoted to the position of director of sales, advertising and service. While Mr. Fields assumes new duties he does not give up his interest or responsibilities in the departments which he has headed.

Miss Pilney in Educational Advertising

Miss Agnes F. Pilney, formerly of the *Woman's World*, has taken over the western territory, with headquarters in Chicago, for the Educational Advertising Co., New York. This company is introducing the new plan of advertising in school books.

Arrested for False Advertising

David Libel and C. A. Saelbon, proprietors of a tailoring company in San Francisco, were arrested as the result of a complaint made by T. Knorr of the San Francisco Advertising Club, who charged that the company had used false advertising. The objectionable advertising had been placed in newspapers and it implied that the company had bought $10,000 worth of woolens from a manufacturer, although the quantity bought actually amounted to only $800.

The "Globe's" Rate

Contrary to printed announcements, which were erroneous, the new advertising rate of the New York *Globe*, regardless of space and with full copy, will be 36 cents a line.

Test Drug Campaign in New York

The American Druggist Syndicate of New York is launching a citywide test advertising campaign featuring its four leaders in the dry field —Peredixo vanishing cream, Peredixo tooth paste, A. D. S. milk of magnesia and A. D. S. aspirin. The campaign is to be institutional in character in so far as general effect is concerned. On the other hand, lively reader interest will be created by the distinctive selling points of the four products.

S. H. Kress July Sales Increase

S. H. Kress & Co. report sales of $2,084,524 for July, 1920, an increase of $200,837 over July of last year. For the seven months of this year total sales were $14,909,721, a gain of $2,636,323 above the 1919 period.

Advertises Free Oil for Shoes

A Kansas general store publishes this advertisement:

"A pair of shoes needs lubrication the same as a Ford does. We have a can of 'leather light' out in the back room all the time. We want all our friends to come in and oil their shoes, no matter whether they came from here or some other store. Regular attention to oiling the shoes means longer shoe life, and we want to help our customers to get all that is coming to them, especially now while shoes are so high."

"Trucks" a New Magazine

Trucks, a magazine dealing with motor truck transportation, made its initial appearance in Des Moines, Iowa, with the August issue. Clifford D. Puy, publisher of the *Northwestern Banker* and *Underwriters Review*, Des Moines, and *Mid-Continent Banker*, St. Louis, heads the Motor Truck Publishing Company. R. Fullerton Place is vice president. B. H. Dawson is treasurer and business manager. Ralph Moorhead is editor.

Many Autos in New York City

In New York city there are 138,758 automobiles, in Chicago 68,100, in Philadelphia 46,782, in Detroit 80,000, in Los Angeles 63,229. In Des Moines, Ia., with a population of 104,052, there are 15,000 automobiles, indicating one automobile for seven persons.

The United States is said to have one automobile for every sixteen persons.

Spooner Advanced with "Chem. and Met."

Chemical and Metallurgical Engineering, New York has appointed Wm. B. Spooner, Jr., assistant advertising representative in the New York metropolitan district. Spooner, who is a chemical engineer, was previously chief of this publication's advertising service staff.

Universal Film Appoints Hartman

N. E. Hartman, of Chicago, has been made head of the industrial department of the Universal Film Manufacturing Co. Mr. Hartman, for the duration of the war and for six months immediately after, was in charge of the Surplus Property Bureau at Washington.

National Publishers Meeting

The second annual meeting of the National Publishers' Association was held last Monday afternoon at the Waldorf-Astoria, New York city. Addresses which were made by First Assistant Postmaster General J. C. Koons and by William C. Redfield, former Secretary of Commerce, are reproduced in this issue. H. M. Swetland, president of the United Publishers' Corporation, presided at the business meeting and at the luncheon which preceded it.

Lincoln Will Leave the "World"

C. M. Lincoln, managing editor of the New York *World*, will join the *Sun and New York Herald* in an executive editorial capacity about the middle of September. Keats Speed is to continue as managing editor of the Munsey paper.

Four New Accounts for Rauh

The Richard S. Rauh Company, Pittsburg, has just secured the following accounts: The Jennings Corporation, Pittsburg, Pa., manufacturers of Omac carburetors; the Peerless Food Manufacturing Co., Roscoe, Pa., manufacturers of branded vinegars and other food products; the Kleber Trunk Co., Pittsburg, Pa., manufacturers of "Steelege" trunks, and Liberty Refining Co., Pittsburgh, Pa., refiners of gold and silver.

Popini With Charles Daniel Frey

Alexander Popini, who is known nationally among magazine readers and advertisers, has joined the Charles Daniel Frey Company's staff of illustrators.

Meulendyke Joins Dorland Agency

S. L. Meulendyke, formerly with the *Green Book* magazine, has become office manager for the Dorland Agency, New York.

Bearings Sales Manager Promoted

Dana H. Torrey, sales manager of the Bearings Service Company, Detroit, Mich., has been elected secretary and treasurer of the company. Mr. Torrey is succeeded as sales head by W. J. Onge, formerly with the Wire Wheel Corporation.

Einson Litho Increases Western Staff

Einson Litho, Inc., has appointed Leo Einson, recently in charge of sales and promotion in the New York office, to join C. M. Veazey, manager in Chicago, where he will expand the present force and organize a complete service for the firm's western customers.

Advertising Woman Dies Suddenly

Frances M. Stephan, secretary of the Geo. D. Bailey Co., Chicago, manufacturers of bearings, died suddenly last week at Excelsior Spring, Mo. Miss Stephan had been active in advertising and sales promotion work for her company.

Austin Healy with Kobbe

Austin Healy has become associated with Philip Kobbe Company, Inc., 208 Fifth avenue, New York. Mr. Healy has been associated with several agencies, among which are N. W. Ayer & Son and Frank Seaman, Inc.

Wholesale Coal Dealers Advertise

To explain their position, its functions and importance in the industry, wholesale dealers of soft coal are now employing advertising space in New York newspapers.

Cook Publications Increase Commission

The David C. Cook Publishing Co. has increased advertising agency commissions to 15 per cent and 2 per cent cash discount on the *Boys' World*, *Girls' Companion*, *Young People's Weekly* and the *New Century Teachers' Monthly*, effective with the October, 1920, issues.

Hopkins Succeeds Allured

E. G. Hopkins, promotion manager of *Confectionery Merchandising*, Chicago, has been promoted to position of advertising manager, succeeding Earl R. Allured.

Van Wyck Made Mitchell Advertising Head

H. L Van Wyck has joined the Mitchell Motors Company, Racine, Wis., in the capacity of advertising manager. G. L. Moskovics, formerly held that position.

"Farm Journal" Adds Belcher

H. D. Belcher, recently with the Housing Corporation, with headquarters at Washington, D. C., has joined the *Farm Journal's* western office. Previous to the war, Mr. Belcher was a practicing architect in Kansas City, and previously was with building material manufacturers in charge of their sales departments.

What we sell is College and School papers space. However, the advertiser gets also, without extra charge, the most efficient college town merchandising service that possibly can be devised.

CSAA

Collegiate Special Advertising Agency, Inc.

503 Fifth Avenue, New York *Established 1913*

Chicago office: 110 S. Wabash Ave.

POSTAGE

The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.

POSTAGE · 18 East 18th St., New York City

We specialize in house to house distributing of

Advertising Literature and Advertising Samples

We solicit your account.

JAMES T. CASSIDY

206 No. Front St., PHILADELPHIA, PA.

Write for our paper "FACTS."

"GIBBONS KNOWS CANADA"

MONTREAL TORONTO WINNIPEG

"Dog Days" - - - "Days When I Work 'Like a Dog'"

Dog Days—a period of from four to six weeks, variously placed between the early part of July and the early part of September; canicular days—so-called because reckoned in ancient times from the heliacal rising of the Dog Star (Sirius). Popularly, the sultry, close part of summer, when dogs are supposed to be specially liable to go mad.

That's how Noah Webster defines Dog Days; but the young advertising solicitor of a well-known trade paper whom I meet at lunch in my favorite cafeteria every day had another definition for them.

"They're the days when I work 'like a dog,'" he said.

"They're the days when I make hay whether the sun shines or not. You can talk to me all you want about 'the tonic effect of good, brisk, snappy weather,' but not for me. Give me the hot, close, sultry days when a man who has to stick to his desk sticks to his chair, too; when his clothes stick to him, ideas stick just outside his mind, and the greatest stickler for the well-known 'strict concentration and fixed application to the work in hand' theory finds his principles wilted and chucks them out of the window.

"These are the days when I can really 'get to' my prospect with my proposition. Oh, of course, I can always talk to my man 'whether the weather or not.' He'll 'see' me, he sends out word—and he does see me, sees me 'out of courtesy' and makes his 'courtesy' so painfully patent that I feel like an intruder no matter how thoroughly convinced I am that he ought to see me for the sake of his business. Consequently, I hurry through my errand—out of courtesy—don't convince him of anything, and hurry out with my prospect decidedly unsold and my temper decidedly unsettled. The atmosphere has been, as you would say, unfavorable. This happens often enough any other time of the year.

"But the Dog Days—ah, the Dog Days! I find my man tired before the day's work has begun; sweltering, bored, disgusted. He can't get away from his desk. He's got to stick—and stick. But he *can* let me in. He *does* let me in and welcomes the break in what he's beginning to call 'the damned routine' with open arms. He listens as long as I want to talk; in fact, he makes it difficult for me to get away courteously.

"Of course, the Dog Days atmosphere presents its own peculiar problems. Friend Stick-to-the-Desk-and-Stuck-to-the-Chair is apt to be disinclined to stick to the proposition in hand, which is the advantage to be derived from advertising in our paper. His talk, with his thoughts, will wander off to golf and what the fishing must be like these days. Again, he may be difficult to rouse to the point of making a decision. But what if I don't get decisions—contracts signed on the dotted line? I *do* get acquainted with my prospect. I *do* get him acquainted with my paper. I *do* get the time to 'put across' all those telling arguments that I have on tap to convince him that he ought to come into our space. I can get a decision out of him quickly enough in the days coming when he will see me 'out of courtesy,' and on which I'll never get a chance to tell him a tenth of the reasons why the decision ought to be favorable. I'm doing the important job now—the real selling work.

"Of course, I'm getting contracts now, too. My proposition's too good to miss fire many times given the chance to 'shoot' it that the Dog Days do give. But what I'm most concerned with is the thing they sing about in the old hymn: something about 'laying up riches for the days to come.' Say, pass the horse radish over this way, will you?"

I didn't tell him that the old hymn dealt with riches in the *world* to come. I was too busy thinking over the implications of his revised definition of the Dog Days. "A period of from four to six weeks, etc., etc.," Noah Webster declares, but he's too prosy. "The days when I work like a dog," my "mess partner" had said. "The days of 'nothing doing,' when I lay off," every other salesmen I had ever questioned had answered.

I believe I know which definition I should act on if I were a salesman.

F. R. Barnard Becomes National Advertising Manager of Street Railways Co.

The Street Railways Advertising Company has advanced F. R. Barnard, its Western advertising manager, to the position of national advertising manager.

Mr. Barnard began his service in national advertising, with which he has been connected for the last twenty years, with the Butterick Trio, as assistant to the advertising manager. He held this position for five years. From 1906 to 1915 he was in the sales department of the Street Railways Advertising Company, and, during the latter part of that period, was Eastern advertising manager.

Then came four years in other connections, three of which he spent as vice president of the George L. Dyer Company, and the fourth, as advertising director of the Hearst newspapers.

Mr. Barnard rejoined the Street Railways Advertising Company a little over a year ago, going to the Western office. In his new capacity he will divide his time between the New York and Chicago offices.

That Record Radium Sale

The recent phenomenal $225,000 sale of radium to the State of New York was made by the Radio Chemical Company of New York city, it has been disclosed. The Radio Chemical Company is affiliated with the Radium Luminous Materials Company, owners of the nationally advertised product known as "Undark."

Baker Gets Skirt Account

William Henry Baker, successor to the Rogers Company, Cleveland, has acquired the account of the Bloomfield Company, Cleveland, manufacturers of skirts. Trade papers and direct mail will be used.

"Clothier and Furnisher" Appoints Condict

H. N. Condict, lately eastern manager for the *National Builder*, of Chicago, has been named advertising manager for the *Clothier and Furnisher* of New York. Mr. Condict will begin his new work Sept. 1.

Scientific Buying of Printing

A series of articles on the "Scientific Purchasing of Printed Matter" which appeared in the *Purchasing Agent* about a year ago has been issued in booklet form by the Russell A. Pettengill Co. of Chicago.

American Tobacco Sales

As compared with the same period last year, the volume of business of the American Tobacco Company from the first of the present year to July 1 increased $12,500,000, or more than 20 per cent.

Store Sales of the Jones Bros. Tea Co.

The Jones Bros. Tea Co. store sales for July were $1,860,264, as against $1,470,962 for the same month a year ago. Business for the year to date amounts to $11,796,699, as against $9,099,315, this marking an increase of 29.64 per cent, while the monthly gain is at the rate of 28.93 per cent.

Telephone Income Increases

Operating income of seventy telephone companies for the three months ending with March, 1920, amounted to $22,600,507, an increase of $4,803,763 for the corresponding period of 1919.

Willys Company to Expand

The Curtiss airplane plant at Buffalo, which suspended operations and moved its equipment to Garden City, L. I., will be taken over by the Willys automobile interests shortly for the manufacture of motors and storage batteries.

American Cyanamid Sales Rise

Net sales of the American Cyanamid Company for the fiscal year ended June 30 were $8,584,085, compared with $6,205,385 in 1919. Sales in the present report includes sales of the Amalgamated Phosphate Company. Net income, after charges and Federal taxes, amounted to $1,525,877 as against $1,048,751 in the preceding year.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising — Established 1891

Features in this Number

August 28, 1920

Helping the Trade to Understand Your Merchandise, *J. M. Schlachter* 3
Some examples of effective sales efforts with house salesmen, dealers and ultimate consumers.

Capitalizing the Celebrity and Making Him Responsible, *C. L. Reely* 5
The Oldfield Tire Company carries the development of testimonial advertising a wise step forward.

Selling Goods Through the Human Senses.....*Ray Giles* 7
How copywriters may, with deftly handled descriptions, create the buying impulse.

Press Must Educate People to Real Economy, *Hon. W. C. Redfield* 9
Trying to "Run a Sealskin Government on a Muskrat Outlay" does not make for national saving.

Postal Changes to Benefit Publishers.....*J. C. Koons* 14
Press should approve plans for improving mail handling in New York City.

How Advertising Performs an Economic Service...*S. D. Roberts* 17
Demonstrated by the Hebe Company's Campaign to create a market for a by-product formerly wasted.

Women Who Serve in the Export Field.....*Myrtle Pearson* 26
Miss Blanche G. Schwartz, of World's Products Research Company, believes foreign trade work suited to business women.

A New Order in Sales Conferences.....*F. J. Blaschke* 32
A reversal of the usual program of sales conventions puts new life into the selling force.

Irving Crump, Managing Editor of Boys' Life..*E. Walter Osborne* 34
An informal visit with the man who has found building a juvenile publication contains man-size enjoyment.

Calendar of Coming Events

September 14-16—Annual Convention, Outdoor Advertising Association, Cleveland, Ohio.

Sept. 20-25—Sixth National Exposition of Chemical Industries, Grand Central Palace, New York.

Sept. 20-30—Annual Convention Bakery and Confectionary International Association, Cincinnati, Ohio.

September 22-24—Annual convention, National Petroleum Association, Hotel Traymore, Atlantic City, N. J.

September 27-30—Annual Convention, National Association of Advertising Specialty Manufacturers, Hotel Sherman, Chicago.

October 6—Annual Convention National Association of Electrical Contractors and Dealers, Baltimore, Md.

October 11-13—Annual Convention National Association of Purchasing Agents, Chicago.

October 11-14—Annual Convention, National Association of Stationers and Manufacturers, St. Louis, Md.

October 11-16—Annual convention, American Association of Advertising Agencies, Chicago, Ill.

October 13-15—Annual Convention, National Implement and Vehicle Association, Atlantic City, N. J.

October 15—Annual convention, Audit Bureau of Circulations, Chicago, Ill.

October 18-22—Annual Convention, American Bankers' Association, Washington, D. C.

Clearance Sales Stimulate Trade

Seasonable weather and clearance sales stimulated many lines oof retail trade in the Second Federal Reserve District during June, says the *Federal Reserve Agent* in his monthly review of business conditions. Purchases by individuals for their vacation needs and by summer tourists in New York city have been large. Figures compiled for department stores in this district show the value of sales in New York city 25 per cent higher, and in other cities 35 per cent higher, than June of a year ago.

But buying of the higher-priced merchandise has fallen off during the month, and conservatism has been the rule. The public has benefited by sales of shoes and clothing at prices often below replacement cost because retail stocks were larger than stores could afford to carry. A competent authority estimates the average reduction in the price of clothing since April 1 to be about 33 per cent.

There have been reductions in the manufacturers' prices of ginghams, which may be passed on to the retail consumer. But the run of wholesale prices in other lines, as in knit underwear and other knit goods, and retail prices of high-grade furniture, musical instruments, and electrical specialties, has been fairly steady. Retailers are buying cautiously and with a view to securing only articles of a staple nature. They have reduced their stocks materially since the high levels of March, but show now a disposition to increase their outstanding orders to meet future needs.

Woolworth July Sales Gain 30 Per Cent

Sales of the F. W. Woolworth Co. for the month of July broke all records for that month since the formation of the company and have been exceeded this year only by May sales. Business last month increased about 30% over July, 1919.

Sales for July, 1920, were $11,282,810, a $2,565,017 gain over that month last year, and for the first seven months, $71,677,419 was the sales total, an increase of $11,900,548 in the figure for that period in 1919.

With business continuing at the present rate, it is safe to estimate that turnover for 1920 will equal if not exceed the $140,000,000 mark fixed by some people as the total for this year as the seven months' figures can usually be gauged as representing one-half of the year's business. Sales in 1919 were slightly less than $120,000,000.

With sales of the volume reported for July, Woolworth has had five consecutive months this year in which its volume of business has exceeded the $10,000,000 mark. This indicates the expansion that has occurred in the business inasmuch as there were but three such months in all of 1919, two in 1918, and only one in 1917.

Motor Car Sales Falling Off

A canvass of some of the principal motor car sales agencies in New York and reports from Chicago, Indianapolis, Lansing and other automobile centers, indicates that there has been a noticeable let up in the demand for both low-priced and expensive automobiles during the past two months. In most cases this is attributed to the season, July and August usually being the slowest months of the year.

AGAIN!

"How about the Stymie"

In the June Metropolitan, H. J. Whigham urged:

> "Pass a rule that when both players are on the putting green, the player may always give his opponent his next putt and remove his ball from the green."

Stymie Rule

The St. Andrews Committee recommends (in August) that if an opponent lay you a stymie, you may concede him the putt and remove his ball; with the proviso that if you lay yourself the stymie you must take the consequences.

Being right ahead of time

This is another example of the Metropolitan's faculty for "being right ahead of time" on every issue it touches. This faculty was the real reason why Roosevelt joined the Metropolitan when he could have written his own contract with any publication in the United States.

Wins the reader's confidence

It is this faculty for clear judgment which has won and held the confidence of the active American citizen.

He has confidence in the Metropolitan's opinions. He will have confidence in your opinions and your product when advertised in the

Metropolitan

Last advertising forms for the November issue close September 10th

ublic Library,
Kansas City, Mo

*"Dragon's Blood"

Do you know what it is — and do you **need** *to know?*



TIME was when an advertising man was required to have a wide knowledge of the *mechanics* of printing and engraving.

Today the development of advertising as scientific selling has brought forth the man who knows *markets* and merchandising.

This man demands of his engraver a standard, reliable, and progressive service that assures not merely the swift and perfect reproduction of drawings, but an authoritative craftsmanship that can be depended upon to *know* the right thing to do, and to do it with the utmost technical skill.

THE STERLING ENGRAVING COMPANY renders such service—

THE LARGEST ENGRAVING HOUSE in America, its great volume of business permits the installation of the most up-to-date equipment and the maintenance of a great force of the most expert men.

TWIN PLANTS—one uptown, the other downtown—work day and night, assuring real speed, when a job is wanted quick!

A SYSTEM, the development of 17 years of progress, guarantees the same careful attention to small orders as to large ones.

CALL A STERLING REPRESENTATIVE, when you have a hard job and learn the meaning of "Sterling Results."

*"Dragon's Blood is a red powder, made from the sap of a tree found only in China, dusted over the plate about to be etched to prevent "undercutting."

PROCESS COLOR—BLACK AND WHITE—BEN DAY—LINE

The STERLING ENGRAVING CO. NEW YORK

Twin Plants: 200 William St. & 10th Ave. at 36th St.

Advertising & Selling

Public Library,
Kansas City, Mo

SEPTEMBER 4, 1920

Opportunity for Eight



COLOR
ADVERTISERS



Four at $35,100 each — *for 13 double page spreads in 4 colors in the tabloid fiction section of The Chicago Tribune.*

Four at $15,600 each — *for 13 inside back covers in 2 colors in the tabloid fiction section of The Chicago Tribune.*

This assures each advertiser one-half or one-fourth of the advertising space in a preferred section of this great Sunday newspaper.

It assures the distribution of his message in highly attractive form to more than 700,000 homes every fourth Sunday for a year.

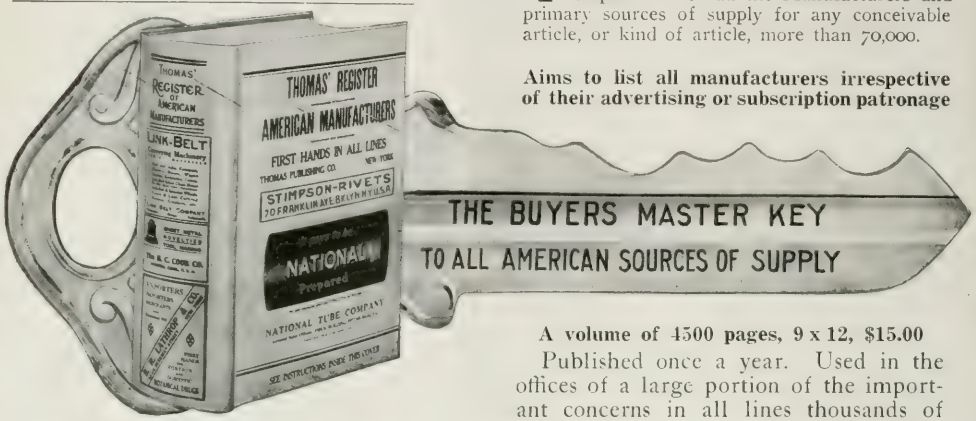
It is a superlative medium for concentrated advertising to the most desirable market in the world—for the five states of The Chicago Territory have one-fifth of the wealth of this nation and double the population of all Canada.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Tribune Bldg., Chicago 512 Fifth Ave., New York
406 Haas Bldg., Los Angeles

Member Audit Bureau of Circulations



THE only work that instantly furnishes a complete list of all the Manufacturers and primary sources of supply for any conceivable article, or kind of article, more than 70,000.

Aims to list all manufacturers irrespective of their advertising or subscription patronage

A volume of 4500 pages, 9 x 12, $15.00

Published once a year. Used in the offices of a large portion of the important concerns in all lines thousands of times each day by Purchasing Agents, Foremen, Superintendents and others having to do with ordering or specifying.

Circulation 80% Domestic—20% Foreign. Its Circulation is 99% paid

IT is used by them for locating sources of supply as instinctively as the clock is consulted for the time of day. Descriptive and other advertising matter therein automatically comes to the attention of buyers at the important moment when they are interested.

Costs for one issue—Lasts a year or more

Numerous tests with "Keyed" addresses, etc., have demonstrated beyond question that APPROPRIATE advertising matter in one issue of Thomas' Register averages throughout the year as great and as continuous returns as the same space run every issue for a year in weekly or monthly publications.

5980 Advertisements—2315 Advertisers

THOMAS PUBLISHING COMPANY

129 LAFAYETTE STREET, NEW YORK CITY

CHICAGO—20 W. Jackson Blvd. BOSTON—Allston Square SAN FRANCISCO—433 California St. TORONTO—91 Constance St.

OVERSEAS OFFICES AND AGENCIES: London, Paris. Amsterdam, Kristiania, Madrid, Genoa, Calcutta, Sydney, Soerabaia, Singapore, Manila, Johannesburg, Cape Town, Durban, Honolulu, Saigon, Shanghai, Kobe, Rio de Janeiro, Buenos Aires, Havana, San Juan, Mexico City.

When You Think of New Orleans Think of New Orleans STATES

EVENING SUNDAY

Because:-

Large Circulation Concentrated In The City Proper-Your Profitable Market

Suburban New Orleans is too limited and scattered to cover economically.

Advertise in the New Orleans States and center your efforts on the city itself. Excellent opportunities for distribution of any product. People responsive to advertising. High per capita purchasing power.

Want More Information? We'll Gladly Furnish It.

WRITE H. Ewing ADVERTISING DIRECTOR

ADVERTISING & SELLING, SEPTEMBER 4, 1920

30th year. No. 11. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1870. Price, 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City

The Standard Group
for
The Standard Market

Agriculture is the only self-sustaining industry.

Agriculture is essential to, but independent of city life.

Agricultural wealth exceeds that of all other industries combined.

Agricultural *income* has increased more rapidly than that of any other industry.

Agriculture has **created** most of the 129,000 towns of 3,000 and under.

In these towns, or upon farms, reside more than half the population of the United States.

The Standard Group of quality farm papers, edited by fifteen separate editorial staffs, located at important points throughout the country, goes 52 times a year to 1,150,000 farm homes—or one out of every two **better-than-average** farm homes.

Sell a Standard Farmer and
you will sell his neighbors too.

The Standard Farm Weeklies

The Ohio Farmer
Established 1848

The Wisconsin Agriculturist
Established 1877

Prairie Farmer, Chicago
Established 1841

Pennsylvania Farmer
Established 1880

The Breeder's Gazette
Established 1881

Wallaces' Farmer
Established 1895

Pacific Rural Press
Established 1870

The Farmer, St. Paul
Established 1882

Hoard's Dairyman
Established 1870

The Nebraska Farmer
Established 1859

The Progressive Farmer
Established 1886
Memphis, Dallas
Birmingham, Raleigh

The Michigan Farmer
Established 1843

Western Representatives
Standard Farm Papers, Inc.
Conway Building, Chicago

Eastern Representatives
Wallace C. Richardson, Inc.
381 Fourth Ave., New York City

All Standard Farm Papers are members of the A. B. C.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

J. M. Hopkins, President;
H. B. Williams, Vice President;
William B. Curtis, Treasurer;

ADVERTISING & SELLING CO., Inc.,
471 Fourth Avenue, New York, N. Y.
Telephone, Madison Square 1765

M. F. Duhamel, Managing Editor;
Ralph B. Smith, Associate Editor;
George Roosevelt, News Editor.

30th Year | SEPTEMBER 4, 1920 | Number 11

Has Selling Power Gone Out of Style?

Cultured Advertising Seems to Have Divorced the Old-Fashioned Merchandising Load; Let's Reverse the Situation

By PAUL W. KEARNEY

FANCY Babe Ruth's coming to bat with a whisk-broom in his fist! Or Tom Lipton trying to lift the cup with a canoe! Or Joe Loomis appearing on the Olympic track in Antwerp in a wheel chair!

If you can't, let your imagination turn in another direction, then—getting back to work, let us assume that a national advertiser has hit on a brand new idea. Briefly, it is this:

The old fashioned salesman, the "drummer" of the old school, was a more or less unscientific man who took orders and very often bulldozed or short-haired or otherwise enticed a customer to buy something he really hadn't intended to buy. In other words, he enjoyed that more or less vulgar pastime known as "selling." And, in his ignorance, gave direct evidence to hundreds of business men all over the country that his own house was not oversold. Think of it! Publicly advertising the fact that new orders were acceptable!

AND WHAT OF ORDERS NOW?

Times have changed, though. This advertiser with the brand new idea has changed them. His salesmen aren't in that old-time class at all. Instead of peddling their wares from door to door, they flit hither, thither and yon, making it quite plain to these middle-class merchants that crass commercialism is far beneath them.

Instead of an order book, a sample case and a line of sales talk, they have been equipped with: a book review, mailed from the home office once a month; a loose-leaf volume containing the best dramatic criticism of the month; the batting, fielding and pitching averages of both major leagues, with a daily chart showing the next day's standing "if they win, lose or split even."

These representatives don't attempt to sell goods. Ugh! Their mission is to educate, interest and amuse the trade, thus earning for their house the good will of these worthy gentlemen who, even though they buy from the competitor's salesmen, enjoy the visits of this advertiser's entertainers.

But enough of this hypothetical stuff. Outlined as I have outlined it above, it is a little hypothetical. But in every-day life it's closer to the truth than it is to a legend. The points of difference are minor: instead of one advertiser, the number is several thousand. And, instead of human salesmen, the representatives are printed salesmen. Otherwise, the story is true.

THE SELLING LOAD SHUNTED

Modern advertising seems to have divorced the old-time merchandising load. Modern advertising seems to have ditched the interesting fact that this tire will travel 6,000 miles for the interesting fact that in Egypt camels go for seven days without a swig. Soap sellers now feature fairies, cupids and mermaids; automobile sellers feature attractive gardens, statuary and window curtains; varnish sellers specialize in panorama camera views; cigarette sellers are cornering the maple-sugar market; and so they go.

The average advertisement of today, minus company names, and such identifying marks, would make dandy stuff for the newspaper syndicates to run on women's pages. Most of the motor car insertions could be run in *House & Garden;* the tire advertisements would fit in the *National Geographic.* Pick any tailor's copy and *Vanity Fair* could use it as an editorial cut—"Squadron A wins its first polo match."

Because today's advertisers seem to have acquired the habit of selling Art, Typography, History, Geography, English Literature, Famous People—everything except their product. Not that I'm against the use of the best possible lay-out, the handsomest possible illustration, and the neatest reading copy. Far from it.

I simply rise to kick because in the effort to be exclusive or different or whatnot, advertising men have too often shelved the selling idea. The little dotted line is becoming extinct; the coupon that should be sent today isn't being sent. But more: many of our "best" advertisements do not bear even the semblance of the shadow of a reason why one should feel more cordial to any particular product after reading than before.

We must be months oversold on

What's It For?

ISN'T it time," wrote a correspondent of ADVERTISING & SELLING, *a week or so ago, "to get back to selling, in our advertising copy? If advertising isn't to sell our goods, what is it for? What is the excuse for the employment of such large sums for advertising, if it doesn't sell?"*

Well, perhaps all advertising sells, some. We like to believe so. But there is such a thing as getting maximum returns even from so intangible an effort as advertising.

The writer of the accompanying article, a former Associate Editor of ADVERTISING & SELLING, *and now on the contributing staff, has some cases in point and some worth while advice to give.*

THE EDITOR.



The percentage of selling efficiency of this "copy" is very high and returns prove it good quality

Brass Tacks. So we are all substituting Round Numbers.

Granted that the advertising of yesterday required a dash of interest. That can be done while the sales talk is being put over. You've all seen the O'Sullivan copy which delves into the criminal history of China: "Years ago they killed with light taps of a bamboo rod." That's interesting. Yet even in a car-card they have gotten an ingenious sales idea in that thought—if light taps of a rod will kill, what will heavy thuds of leather heels do?

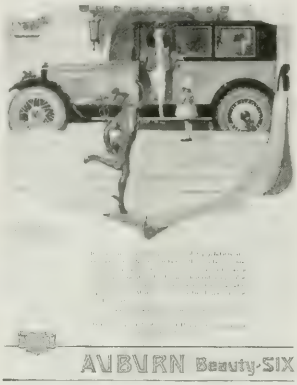
For round numbers, of course, we always pick on the motor car men, for they are the chief offenders. Yet witness the Franklin stuff: "20 miles to the gallon of gasoline; 12,500 miles to the set of tires; 50 per cent slower yearly depreciation."

ARTISTIC BOAT NOT "SELLING"

Although they appear to be in the minority now, there are plenty of others who still deign to sell something in their ads. Without mentioning names, for obvious reasons, I know of an excellent sample of the modern shift from printed salesmanship to pure art—and back. The advertising manager of a national advertiser went to war. His successor was a woman who was a better artist than a saleswoman. With the assistance of a well-known New York agency, this concern's advertising branched out into the geographical class. The advertisements were characterized by splendid art work—scenes in the various prominent cities of the world. The copy was brief but literary. And this stuff ran for nearly a year.

The former advertising man returned and resumed his job. With the change of personnel came a change in style. The *pure art* was dropped and pure selling stuff came back. It was a radical switch—but not quite so radical as the change in results which marked the switch! The effect on the consumer was beyond doubt—I venture to say that the old style sold twice as much merchandise as the new. And, regardless of the motive which might have been behind the first change, the results following the second carry my point.

There are some strenuous selling days ahead. We're all going to quit cutting down orders, except the paper makers, and stir around for an outlet for our stocks.



The use of good art and excellent typography have not robbed this "copy" of its "selling power"

Salesmen are going to *sell*—and advertising ought to help them.

The fact that your traveler wears handsome neckties, neat shoes, classy shirts and an attractive hat won't sell your dry batteries. Neither will the advertisement whose attire strives to make up for what its message lacks. The book review will have to be supplanted by sales dope that begets conviction. Ruth busts fences with a heavy bat, not a broom. Cups are lifted with scientifically perfect craft, not tubs.

MUST COME BACK TO WORK

Applied to advertising that bit of bromide means that two of the three prevailing classes of advertising will have to walk the plank. The luxurious, fanciful, purely beautiful campaign and its more modified, partly-pertinent relative will have to turn over a new leaf or be damned. I can't see how we can escape the ignominy of dusting and polishing up the old Selling Load and putting it back to work.

I can't see how we can evade the issue that advertising's principal function is to sell rather than to entertain. I refuse to concede that art in illustration, in typography, and in copy can't appropriately be harnessed to the prosaic mission of moving merchandise. I belong to the clique which insists that when the advertiser shows the sales department new copy he should say: "Will this sell goods?" rather than "Is this a good 'ad?'"

Some advertising men seem to have developed an emphatic aversion to any such thing as the mention of a price or the suggestion of a sample or even a hint that if the reader is really interested, additional information can readily be obtained by writing to so-and-so. Not that they are essential features, necessarily, to a selling advertisement. But they usually signify a desire to sell. Admittedly, a man could sell a product without mentioning those details. Yet in their anxiety to get away from such plebian ear-marks, many copy and production men have gotten entirely away from even a sales idea in the insertion.

SOME SELLING ADVERTISEMENTS

The tendency shows itself in varied ways. Take the advertisement of a certain automobile. It offers a catalogue. But the copy doesn't say a single, concrete thing which would impel me to ask for the booklet. Every statement is a generality unbacked. In contrast to it, another motor-car advertise-



Every line of this "copy" carries selling punch to the prospect-reader

ment in the same publication says something, and even though it doesn't proffer more information, it prompts me to ask for more.

There is a familiar magneto advertisement that shows the same faults.

It has a dandy lay-out and a sensible use of type-face. At first glance I like it. But it doesn't sell me a single thing—except the lay-out which isn't for sale. Why not sell me a magneto? Perhaps I am too critical to represent the buying public, but this you must remember, is only an expression of my humble personal opinion.

To continue, the General Tire insertion is pretty much the same. They sell me llamas but not tires. Llamas go five days without water. But what will the tire do for me? ADVERTISING & SELLING recently explained the psychology of the General Tire Campaign. My only suggestion of it is that it has not enough *direct selling punch.*

On the other hand, look at the Sunshine Biscuit advertisement. It does many things. Even in black and white, the art work appeals to the palate. The copy is as good as could be done, for one can't say an awful lot about a biscuit. But the sales idea strikes me in several ways: first they offer a fairy tale book of rhymes for five cents. They offer a recipe book for nothing Furthermore, they illustrate three hints for the hostess. And, last but not least, they offer a tie-up with the dealer by telling you to look for the Sunshine display rack, illustrating the rack. To my mind, that advertisement has a sales load.

The Ingersoll advertisement is another. It talks price; it gives reasons; it tells what sort of work this or that watch can best do. The Vivomint advertisement isn't "above" running a coupon at the bottom and a paragraph in the



Strongly a piece of "selling copy," even to the good, old-fashioned coupon in the corner

text selling the sample. The Sunkist Lemonade copy uses attractive and appealing art work in colors. It sells an idea ("Buy them by the dozen") and a brand name and a use of the product and a recipe book. And the copy, even though spent on a lemon, gives *selling points.* What more could one ask?

THE MISSION OF ADVERTISING

It will take a better talker than any I have yet encountered to prove to me that there is anything more to advertising than sheer salesmanship. I am hand in glove with that nationally famous manufacturer who told me the other day:

"When our advertising steps out of the selling plan, I am going to call in the sheriff."

"Our advertising is selling effort and nothing else," he went on. "It never has been anything else and, so far as I am able to glimpse into the future, it never will be anything else." Whereupon we both became so excited over this horrible condition of affairs that this article developed.

Of course, there are those who will jump on me for seeming to ignore facts. "This guy has picked up a few institutional campaigns," they will say, "and he's tearing them to pieces from the direct-mail angle." That may be true—but since when has it become so vital that 80 per cent of the advertisers flop into the institutional class?

And since when has it been decided that institutional copy and institutional campaigns can't be enlivened with a selling thought? And since when has it become necessary to refrain from selling the institution simply because the campaign is called "institutional?" Can't organizations be *sold* as well as products? If one must be concrete to sell a line, mustn't one be concrete to sell a house?

SOME WHO ARE SUCCEEDING

The New Jersey Zinc Company is doing it. The Apperson Bros. Automobile Company is doing it. The Packard Piano Company is doing it. The Miller Rubber Company is doing it. As a matter of fact, when one stops to consider those who are on the right track, judged by my modest doctrines, there is considerable encouragement in the fact the qualities of the organizations who stick to sales-advertisements are equally as high as those who have forsaken them.

Be that as it may, I certainly do rise up to kick about the custom of batting against Cooper or Walter Johnson with a whisk-broom. It's as foolhardy as trying to lick the *Resolute* in a sailing canoe.

Or trying to sell merchandise with pages torn out of the well-known Geography.

My respects to the old-fashioned Selling Load!

Sales Tax Advocated Again

The idea of a sales tax to take the place of the excess profits tax is gaining a great many adherents, the New York *Commercial* says. It was discussed last week before the Rotary Club by Jules S. Bache, who presented some very plausible reasons in its favor.

He likened the taxation situation, as it now exists, to the railroad situation under government operation, in that there was always a loss which was met by increasing the burden of the half million or so who pay taxes, leaving the rest of the nation to use the railroad on unremunerative terms.

The increase in freight rates now places a fair share of the upkeep of these properties upon each individual. The difference between the effects of the turnover or sales tax and the present excess profits tax is that the turnover tax fixes a small percentage which everyone shall pay, and know that he is paying, while the excess profits tax, though seemingly paid only by those who make profits, is really passed on in enlarged form and spread over consumption of every kind.

Those whose turnovers are less than $300 a month, for instance, could be exempt. One of the stock arguments against this tax is the necessity of levying it on the products of the farms. An exemption of $300 a month would exempt the small farmers. The farmer who sells more than that amount a month would, when the question is put squarely up to him, decide that he would rather pay 1 per cent a month than the 40 per cent arbitrarily added to everything he buys, which is practically the case at present.

The 40 per cent represents the maximum amount levied under the present excess profits tax. No merchcant or manufacturer can tell at the beginning of the season how much goods he will sell, or how much he will make on the sale of those goods, and he naturally assumes the worst that can happen to him, which is a 40 per cent tax, which he takes the precaution to add from the start, so that no matter what the final result may be, he will not be the loser.

Toy Manufacturers Carry Advertising Campaign A Step Forward This Year

Last Year's Copy Designed to "Establish Consumer Consciousness" for American-Made Toys—This Year Seeks to Develop and Stabilize Demand

By RALPH BEVIN SMITH

MERRY Christmas!

Does that sound a little premature?

Alright, then — Merry All-the-Year-Around!

That is the way the Toy Manufacturers of the U. S. A. would have it.

Last week we had pancakes for breakfast at our house, there were walnuts on the table after dinner the same day, and our two-year-old went to bed happy because we had brought him home a shuffling mechanical monkey that he is learning to call "Charlie Chaplin."

He didn't know that this eventful day had seen three rebellions against the tyranny of custom and the dictation of the calendar.

And perhaps *we* didn't realize, until we came to think it over, how far subversive propaganda had carried us out of the routine of habit.

For it *is* subversive propaganda, this advertising for year-around sales of what have hitherto been considered seasonal products.

TOY TIME—ANY TIME

Our domestic calendar has always called for pancakes when the snow flies, walnuts around the winter holidays season and toys at Christmas—or on a birthday. Of course, we have bought toys at other times in the last two years, but our buying has always been most casual, generally on the most accidental impulse, and never without a feeling that this patronizing of the toy shop "out of season" was somehow unwarranted. The fact is we—not including our two-year-old — seldom thought of toys except around Christmas time. They simply weren't brought to our attention.

But it's different this year. Along with "Aunt Jemima," who has been knocking on the screen door of summer for quite a while now, and with the California walnut growers, who have been using "summer number" space in the magazines to insist that walnuts are quite as appetizing with August ices as with Thanksgiving pumpkin pies, the toy manufacturers are now advertising to urge that not just Christmas time but any time is toy time. It was their advertising in a toy shop window near the carline that takes us home and a little blue button that says: "I am an American and I play only with American toys" that caught our eye last week and resulted in the addition of "Charlie Chaplin" to our nursery family.

Last year the little blue buttons, bearing the Toy Manufacturers' trademark of an Uncle Sam hat filled with American-made toys, were being displayed and worn by the kiddies around Christmas time. This year they began to appear before mid-summer. The change represents a step forward in the co-operative movement of the Toy Manufacturers of the U. S. A.

LAST YEAR'S CAMPAIGN

Last fall the Toy Manufacturers saw in the great flood of business which had come their way with the cutting off of imports during the war a splendid opportunity to capitalize on the popularity of American-made toys and to drive home into the consciousness of American children and their parents the superiority of their products over those of their foreign competitors. So, just in advance of the holiday season, they started an ambitious advertising campaign for American-made toys in some of the national periodicals, in the children's magazines and in most of the trade papers read by dealers who handle toys exclusively or as part of the general stock. They also employed window trims, pasters, newspaper electros, the little buttons for distribution among the children, and a generous variety of other dealer helps. The results in consumer sales, discovered when the Christmas business was checked up, were amazing. The results in dealer co-operation were even more amazing. In summing up the results of this campaign the association report says:

HOW DEALERS CO-OPERATED

There is no doubt that the Toy Manufacturers' advertising has established consumer consciousness for American-made toys. It has given them a personality and established their superiority. But it has also convinced the dealers all over the country that American-Made Toys will build such good business for them that they are co-operating with the Toy Manufacturers to an extremely gratifying extent.

* * * There were over 1,200 dealers out of a total of 4,763 on the list who co-operated in some definite form with the idea of American-Made Toys. To state this differently, about one out of four of the dealers co-operated either by advertising American-Made Toys in their own newspapers, or using creed signs or window cards or other advertising material featuring American-Made Toys.

As for the extent to which the various types of dealer helps were used, 1,211 window cards, 975 enlargements of the poster advertising and color illustrations and 1,247 store signs were requested by these 1,200 dealers. Also 652 dealers requested 2,161 electros for newspaper advertising. Lantern slides were requested by 116 dealers.

The Toy Manufacturers of the U. S. A. in one year raised the toy business to the position of one of the greatest and most favorably known industries in America. Their first aim is to hold the tremendous increase which came so extensively from 1914 to 1918. But back of that lies a greater, more splendid object than merely holding what they already have. Never will they be satisfied until they have covered their whole potential market of 24,000,000 white boys and girls, and—even more than that—until they have made America the world's market for toys.

Since last Christmas the manufacturer-advertisers have made the step forward, foreshadowed in this report. The original purpose of their co-operation was, as indicated in the report, to "establish consumer consciousness for American-Made Toys" and "to give them a personality and establish their superiority." A great deal was made of the patriotic appeal. The trademark of Uncle Sam's hat heaped with American-made toys and the association's cut showing a very benevolent Uncle Sam with a boy and a girl in his lap playing with an American-made hobby horse and an American-made doll were emblazoned everywhere on the association's advertising. The plainly put moral of the publicity material was that it was a patriotic, American thing for American boys and girls to play with American-made toys, for American parents to buy them and for American dealers to give them the preference over imports from abroad. It was the obvious move to realize on the patriotic sentiments, the national consciousness that had been stirred up by the war.

Now that the first objective has been reached, that "consumer consciousness" has been established for American-Made Toys, that the American toy-making industry has been endowed with a "personality," the toy manufacturers are going on to the next objective—that of establishing "consumer consciousness" for American-made toys not only at Christmas time, but all the year around; in other words, of increasing and stabilizing the demand and cutting out the seasonal element.

ON TO THE NEXT OBJECTIVE

The first advertising of this year, inserted after the association had collected from its members $75,000 to continue publicity work through 1920, appeared as early as last March in such magazines as *American Boy, Boy's Life, St. Nicholas, Little Folks, John Martin's Book* and the *Children's Costume Royal* and in such trade papers as *Toys and Novelties, Playthings* and the *Hardware Age*. "Playthings for Spring" was the headline on one of the pages used in the children's magazines and the argument was for—

Joyous outdoor toys — playthings — rosy-cheeked dolls—toys that roll and prance or fly—that permit girls—and boys, too, to get out into the happy springtime air and romp and play all day.

Typical, also of the new advertising designed to carry this step ahead the work begun last year is the copy used in the June *Children's Costume Royal* under the caption — "The Gates of Toyland":

Toyland—Joyland—the land where the thoughts and dreams of children dwell. Where playthings are the *real* things. How important the play hours are in determining the development of children!

Cleverly designed, well constructed playthings alone are worthy of such a trust. That is why American-Made Toys are the ideal playthings for American children. They are novel and beautiful in design and are honestly and carefully made by American men and women to suit the taste of American girls and boys.

Buy American Toys. Ask for those that bear the emblem.

SELLING THE DEALER

The text of this advertisement ran as a panel in a charming outdoor scene showing a boy and girl at the "gates of Toyland," inside which a group of kiddies were dancing a ring-around-a-rosey under the battlements of a towered Toyland castle.

The last paragraph harks back to last year's appeal. The rest of it looks ahead to the new objective—increased demand; year-around demand.

This year's appeal to dealers through the trade papers is selling on this year's advertising campaign to the consumer and last year's experience with the dealer. Under the trademark cut and the caption, "The Sign of National Significance," this copy appeared in the March number of *Toys and Novelties*:

Uncle Sam and his children—his hat overflowing with toys—the words "American Toys" have in a few short months taken on an added dignity—and added power—an added selling appeal.

To-day the sign's influence is nation-wide. Children and parents in Maine, in Seattle, in Cleveland or Savannah know its significance. For it stands for quality in toys—for service by the toy dealer who displays it—for a better variety—a more modern line.

The *Hardware Age* came out on March 4 with a page telling toy dealers that—

* * * there will be no uncertainty in 1920 about the big demand for American-made Toys. And it is equally sure that this demand will increase as the Toy Manufacturers' advertising campaign and American merchandise continue to prove to grown-ups and children that American-made Toys are better in quality and more ingenious in design than any made abroad.

The increased demand and the greater appreciation of playthings made in this country is largely the result of the Toy Manufacturers' advertising campaign—the largest and most effective toy advertising campaign ever conducted.

As a matter of fact, while it is good policy to hammer on the idea of "American-made Toys," the Toy Manufacturers of the U. S. A. have after all been advertising not so much against the foreign competitor as against consumer apathy. Statistics show that even in 1914 toy manufactures in the United States amounted, in round numbers, to between $10,000,000 and $12,000,000 as against about $7,500,000 in imports from abroad. During the ten months preceding April 1, 1920, the importations amounted to $1,690,242 in dolls and $2,616,189 in other toys. Set these figures against a present annual domestic production with a wholesale value of about $35,000,000 a year and you will see that the domestic manufacturer has raised his power to a point where he has little to fear from abroad, let the foreigner speed up production and sales effort never so much. He is not going to have any trouble in holding what he has. His real problem is, quite as he has seen it, the widening of his market and the stabilizing of his demand. Incidentally, the biggest contributions to the 1920 campaign fund came from dealers whose products meet no foreign competition.

The 1920 campaign has a year-around program. The advertising begun in the Spring will continue through the Fall. A big window display contest in which more than 500 dealers distributed throughout the country participated in May and June will be repeated again after the summer holidays. At the same time, the dealers and jobbers will co-operate to strengthen and extend the "American-Made Toy Brigade," a plan which features the distribution of the trademark buttons to kiddies and the lining up of the kiddies to organize a juvenile barrage to pound down parental preference for foreign toys wherever it may exist.

Last year's slogan was simply "American-Made Toys." This year, it is, in effect, if not in fact, "More American-Made Toys."

—Which our two-year-old will probably endorse with all his little heart.

Taylor Society to Promote Scientific Sales Management

As a development of the meeting of sales executives, held in New York under the auspices of the Taylor Society on June 25, an afternoon and evening session of the fall meeting of this society for the promotion of scientific management will be devoted to the discussion of sales problems. This meeting has been called for October 14, 15, and 16, and will be held in Springfield, Mass.

Four important committees have been formed to organize the discussion. The subjects with which they will deal and their chairman are: (1) Organization and Functions of the Sales Engineering Department, W. E. Freeland, Winchester Repeating Arms Co., chairman; (2) Organization and Functions of the Sales Operating Department, Charles J. Crockett, Printz-Biederman Co., chairman; (3) Selection and Training of Salesmen, Walter Dill Scott, the Scott Co., chairman; (4 Sales Quotas, Charles P. Staubach, Burroughs Adding Machine Co., chairman.

This meeting will mark another step in the plan of the Taylor Society to extend over to the sales department the benefits derivable from such scientific methods as have been installed in the modern production department, and well-known leaders in sales management will be present to suggest solutions to the many problems outlined for consideration at the preliminary meeting held last June.

Atlanta Convention, June 12-16

The date for the Seventeenth Annual Convention of the Associated Advertising Clubs of the World, to be held at Atlanta, Ga., has been set for June 12 to 16. The record-breaking attendance at Indianapolis this year seems to have proved definitely that June is the most satisfactory month for advertising men to attend their convention. As usual, preparations for the gala event will be begun far in advance.

National Campaign for Pianos

The Baldwin Piano Company, Cincinnati, Ohio, in a year-around advertising campaign, to start this fall, will use five national publications and thirty-six farm papers. The *American Magazine, Literary Digest, Red Book, Good Housekeeping* and *Etude* are the national mediums to be used.

Can Safety Be Taught By a Positive Appeal?

The Square D Company Conducts a Novel Controversy On the Justification of the Negative Appeal in Its Advertising.

By K. H. BRONSON

Director of Research Engineering, Square D Company, Detroit, Mich.

A DISCUSSION of the question put in the heading of this article demands that we first examine those conditions which it is the function of all safety advertising to correct. Briefly stated, its function is to point out existing dangers and convert people to safe practice. Conversion demands that long established habits be successfully overcome—a real problem.

We are all creatures of habit. All our lives we have been busy acquiring new habits and strengthening old. Habit is a second nature—a fixed tendency to think, feel and act in a particular way under special circumstances. We do today the things we did yesterday. And it's hard to break away from the old schedule.

THE "RUT OF CARELESSNESS"

But in forming these habits we have neglected to cultivate the habit of safety. The average man continues on in the same old careless way. He has continued so long in this course without accident that he believes that he may continue on forever in perfect safety. When he is cautioned to play safe, he smilingly points to his long record of "successful chances." He moves on in the rut of carelessness—a carelessness responsible for 90 per cent of all our accidents.

But habits may be changed. Old habits may be modified or abandoned and new ones formed to take their place. One of the functions of safety advertising is to change this habit of carelessness. But let it be known that it requires a powerful jolt to jar us out of the rut of complacent self-sufficiency, our fixed habit of carelessness, our disposition to take a gambler's chance. It cannot be done by a positive appeal. To overcome a fixed habit of this character demands an appeal infinitely stronger than that.

Safety has never been sold by a positive appeal. The most effective method has always been to throw the spot light into the Danger Zone, expose the dangers therein, and then by forceful argument persuade the fellow that he'll be next "if he doesn't watch out."

This is the method employed by the National Safety Council to reduce accidents. The National Safety Council has no product to sell. There are no commercial interests involved. It is engaged in performing a definite public service and it has adopted the negative appeal as the most effective means to results.

WHAT THE NATIONAL COUNCIL DOES

It issues regularly two-color posters so graphically representing the prevalence of danger that even the most ignorant and indifferent man is impressed, with the result that he goes about his daily work more carefully. A popular feature of its campaign is to take photographs of actual conditions and surroundings of accidents, near-accidents, unsafe practices, and dangerous locations, and to write these into graphic stories of human interest. So essential does it deem this work that more than a thousand students of psychology are engaged in the work of finding good poster material of this character.

A typical poster issued by the National Council for Safety shows a blood-poisoned hand in all its gruesomeness, not because it likes to deal in horrors, but because it was found from long experience that it took copy of this character to send the average man on to the doctor and safety.

Negative advertising? Yes. Negative advertising and only negative advertising will successfully sell Safety to the average man.

The Square D Company of Detroit, which has been using the negative appeal in advertising nationally a "safety switch," has been both commended and criticised for the character of its advertising. It has been suggested by those who disagreed with our adopted policy that we tone it down and give it a more positive appeal. We disagreed with our critics; for we believe that we have adopted the only educational policy that will point out the danger of the open knife switch. The copy reproduced with this article is typical of the series we have been running.

But when it was stated that our advertising was injurious to the electrical industry we felt it our obligation to answer the charge. The Square D Company is the last company in the world that would do anything that would tend to injure the electrical industry.

FOR THE GOOD OF THE INDUSTRY

We are engaged in manufacturing an electrical safety switch. The Square D Company's whole business existence is tied up with the electrical industry. Anything that benefits the industry, benefits us: anything that injures the electrical industry injures us. We are engaged in manufacturing a product to make electricity safe. And in order to sell this product we have pointed out the danger and consequences of tolerating exposed parts in electrical installations. And we believe that the copy we have elected to carry this message is constructive.

Could such copy be injurious and destructive to the industry. Yes, if it pointed out the danger, and then suggested no remedy. Then, and only under that circumstance, could it work an injury. But we point out the danger and then constructively suggest an effective remedy for this danger; we are doing the electrical industry a real service. By showing how to make electricity safe, we are keeping out

Have You Endorsed "Fear Copy" Yet?

LAST spring Advertising and Selling *conducted an interesting discussion to which many readers contributed their opinions, on the justification of what was called "Fear Copy." The last word in this discussion went, as it does in most discussions, to a woman, Miss Myrtle Pearson, who endeavored to sum up the findings of the controversy with the comment that "Fear Copy" is "justified when it is justified." By that somewhat anamalous statement she meant that, while the negative appeal is to be avoided in general, there are certain particular cases where the end sought seems to justify it as a means. The Square D Company believes its advertising problem presents such a particular case but, meeting adverse criticism, has carried its query outside its own councils to the electrical industry itself. How would you answer its questionnaire?—THE EDITOR.*

Cosmopolitan

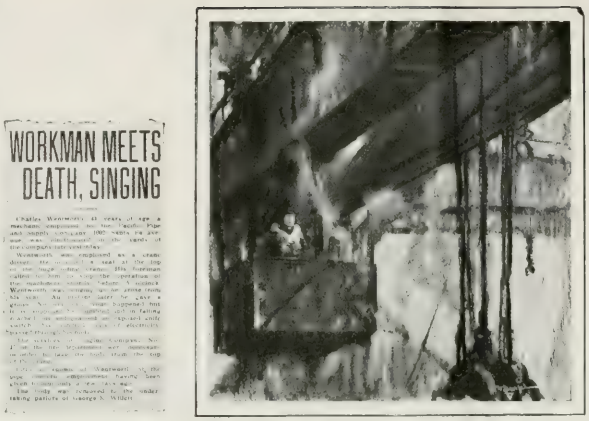
announces

James T. Aubrey

as Western Manager to succeed Stanley V. Gibson who leaves this magazine to take charge of the Western territory for the Butterick Quarterlies.

Mr. Gibson's former associates wish him the fullest measure of success in his new work.

August 23rd, 1920



National Advertising of the Square D Company Appearing in the Literary Digest, Factory and the Nation's Business

of the ruts of pernicious propaganda, we are striking boldly out on the main road of constructive publicity.

The worst copy, and the most harmful to the industry, are those accounts which appear from day to day as news in our daily papers, informing the public that electricity has claimed another victim. Of all publicity this is the most damaging to the electrical industry, and, furthermore, if the industry is to be saved from the damaging effects of these reports, its business, it seems, is to support the campaign which has for its purpose the elimination of electrical accidents, by the adoption of the logical preventive—the safety switch.

SOME OTHER EXAMPLES

We cannot conceive how Square D advertising can possibly discourage the use of electricity. When the manufacturers of fire extinguishers used copy to make people realize the menace of fires in their own homes, did they injure the building industry? Did the Weed Chain advertisements, pointing out how automobile accidents can be prevented, discourage the use of automobiles? Did the publicity used by the National Safety Council, exposing machinery dangers, reduce the sale of machinery? Not in a single instance. In each case the industry was benefitted, not in spite of, but because of, the constructive character of these advertisements. They are above criticism.

Is the Square D Company then to be criticised for throwing the spot light into the Danger Zone; for pointing out graphically and honestly the prevalence and causes of electrical accidents; for giving a human interest appeal to its copy, in order to jar people out of their habitual, careless way of discounting danger; and for suggesting the remedy that will make electricity safe for everybody, everywhere, every day?

It hardly seems consistent.

The mediums that we have employed to carry our advertising message are all constructive magazines that rank high in national esteem: *Literary Digest, The Nation's Business, Electrical Review, Contractor-Dealer, Factory, Electrical Merchandiser, Journal of Electricity, American Architect, Electrical World, The Jobber's Salesman,* and *Michigan Manufacturer and Financial Record*—all magazines seriously interested in the development of the electrical industry.

SEEKING CRITICISM

But we decided to secure an expression from the industry itself. So we prepared a questionnaire made up of three parts. The first page consisted of a letter in which the conditions prompting the preparation of the questionnaire were outlined. The second page consisted of a reproduction of one of our advertisements which has been criticised. The third page contained a clear statement of the criticisms against Square D advertising; and the points in the case favorable to Square D advertising. Attached to this page was a ballot with this question: "Does the Square D national advertising campaign meet with your approval?" Page 2 is reproduced with this article.

The case against Square D advertising was put in this way:

1. Dramatic portrayal of the dangers of the exposed knife switch discourages the use and development of electricity. It reduces the sale of electrical current. The reading public is led to believe that electricity is dangerous.

2. Portrayal of accidents caused by the exposed knife switch "gets on the nerves" of those who read the advertisements and antagonizes them against the whole advertising campaign.

3. The exposed knife switch is dangerous—this is generally admitted. Our critics contend, however, that educating the public to the use of safety switches is more "constructive" than in emphasizing the dangers first and then suggesting a remedy.

The case for it was thus summed up:

1. Of course electricity is dangerous—when its use is improperly safeguarded. It would be pernicious to allow people to believe otherwise. Square D advertising admits this danger, and then points out one way to make electricity *safe*. Thus, we are encouraging the use of electricity—*safe* electricity.

2. Which would be harder on your "nerves"—to read about a danger, or to have some member of your family maimed or killed through contact with this danger? It sometimes takes a hard jolt to show people the right thing to

Announcement

THE NEW YORK GLOBE

takes pleasure in announcing effective September 6, 1920 the appointment of

LORENZEN & THOMPSON, Inc.
AS SPECIAL REPRESENTATIVES

for General Advertising in both the Eastern and Western Fields.

EASTERN OFFICE
19 West 44th Street, New York City
Tel. Vanderbilt 777
M. R. THOMPSON
E. J. CULLEN
J. L. SYTHOFF

WESTERN OFFICE
419 Marquette Building, Chicago
Tel. Central 4292
A. F. LORENZEN
H. G. SCHRYVER
C. G. SHANNON

▼

THE NEW YORK GLOBE
JASON ROGERS, Publisher

The Globe
Evening Advertiser

MEMBER
AUDIT BUREAU
OF CIRCULATIONS

do. Square D advertising is protecting the "nerves" of those who may suffer from the menace of the exposed knife switch.

3. Exposed gears on machinery are dangerous—this is also admitted. The National Safety Council is doing identically the same thing in the machinery field that Square D is doing in the electrical field—pointing out the dangers of exposed gears, and then showing how these dangers may be eliminated. Has this discouraged the sale of machinery? Ask any manufacturer.

Since it was out of the question to undertake a poll of the whole industry, in order to obtain a fair opinion from the industry of our advertising, we circularized the following with our questionnaire:

One hundred and fifty-one cities, including in the list all jobbers, all central stations, ten contractor-dealers, five manufacturers, and in New York, Chicago, Philadelphia, Boston, Pittsburgh and St. Louis, ten jobbers, all central stations, twenty-five contractor-dealers, and ten manufacturers.

This yields approximately 4,000 names which is 34 per cent of all the names of those four classes of the industry in the United States.

The replies will be mailed to the Service Department of the McGraw-Hill Publishing Co., New York. They will count the ballots and act as referee.

Of the replies which we have so far received 76 per cent have supported our advertising campaign, and of the remaining 34 per cent who were opposed to it, only two replies indicated that the campaign might injure the electrical industry as a whole.

WHAT READERS SAID

The following supporting remarks are typical of the comments received:

It is no crime pointing out a menace and showing how to avoid same.

Better a person know the danger than be sorry afterward.

Words of today's gospel, "And others save with fear pulling them out of the fire."

In your case I believe that aiming for the bull's-eye is the proper course.

Why fear to scare the public when you must do that before your message will register.

And of the adverse criticisms these few statements are representative:

The exposed knife switch is dangerous, but do not like that kind of advertising.

Too ghastly and uninviting.

Too sensational. Pictures too vague and too terrifying—otherwise O. K.

Have always disliked horrible example form of advertising. Think people instinctively pass by such unpleasant reading.

We maintain that we have chosen the only logical appeal for advertising safety—the negative appeal. And we have too much confidence in the constructive character of this appeal to believe that a campaign devoted to the best interests of the electrical industry will receive an adverse criticism generally.

"The Public Be—Told," Packer's View

The Importance Attached by Swift & Company To Its Messages to the Buying Public.

By A. D. WHITE
Of Swift & Co., Packers, Chicago.

A LARGE corporation must have character in this day and age. By this is not meant the character measured by bank stability, by profits, or by the rating in Dun's or Bradstreet's. The confidence of the public in a concern is the final test of character, and this must rely on something besides merit in service rendered and products manufactured.

The public must have faith in the guiding principles of the business itself, its fairness to competitors, its respect for laws governing finance and commerce, its freedom from monopolistic traits, its relations with the workers—above all, its sincere consideration for the great mass of consumers.

Public confidence today is an incalculable asset in business. Winning and holding it is now the aim of every enlightened concern. That asset listed as "good will" covers a wider field of requirements than ever before, and it is a field worth cultivating to the greatest degree.

The American public places a lofty value on the good will it extends to business. No concern, large or small, can find lasting favor in its eyes which has not established a record for square dealing. It is a process of elimination which bars out the producer of shoddy products, the untruthful advertiser and the taker of exorbitant profits.

Big Business and the Public

SOME time ago the editor of a western paper engaged in a discussion with D. A. White of Swift & Co. in regard to the changed policy of big business toward the public. It was cited that some years ago big corporations pursued a "public be d—d" policy; now they strive in every way to win public favor. This discussion has brought from Mr. White a letter which should be read by all persons interested in the relations between business and the public. The letter follows.

But one's reputation for squareness may suffer a blight if there is a tendency to be secretive in those matters on which the people have a right to be informed. Americans appreciate honest candor, the disposition to reveal rather than conceal all details concerning the conduct of a vital industry.

"The public be—told" is the principle that wins today. It is being applied successfully by such organizations as Swift & Co. Here is a corporation which is, in fact, an organization of more than 35,000 shareholders, scattered over the length and breath of the nation. Performing a big and necessary service, earning only a fair and relatively small profit, Swift & Co. firmly believes that the consuming public should know the facts of an industry which affects their daily lives. To the same degree the company feels its responsiblity toward the great army of food producers.

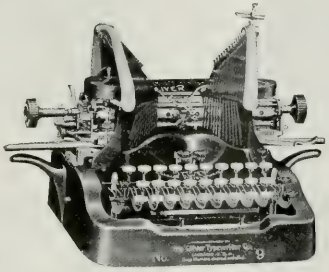
There is a sequel to the slogan, "The Public Be—Told" and that is, eventually "the public will understand." A start has been made toward educating the great reading public, that is, the readers of advertising as well as editorials and news, in the principles of business economics. World conditions which have directly affected every man, woman and child and every home are helping to bring about an era of economic enlightenment.

People are not led astray to the same extent as of old by the false reasoning of agitators and the unfounded charges of political "in-

Collier's

THE NATIONAL WEEKLY

5¢ a copy



Oliver and Collier's

Oliver typewriters have been continuously advertised in Collier's since their adoption of direct mail selling.

The demand for the Oliver today exceeds all previous records.

Read Collier's

vestigators" in office. People want to know the truth and they will sift the truth from every jumble of misleading reports. That is why Swift & Co.'s policy of frankness has been successful. Not only has the company supplied the public with the truth through the medium of the press, but it has taken the direct route of advertising to tell the story of a great and vital industry.

The institutional advertising policy which Swift & Co. has used extensively during the last two years has had two aims:

First, to place the facts of the business before the public, in order to build good will;

Second, to counteract misrepresentation and propaganda directed against this industry.

Every effort has been made to make the advertising constructive and the greatest care has been taken to see that every statement agrees with the facts and does not misrepresent conditions.

Mr. Louis F. Swift, president of the company, said in a recent statement.*

"In fairness to the American press I wish to go on record here as saying that in placing our institutional advertising no consideration has been given to the editorial policy of the paper or magazine. Circulation and territory have been the only factors which have influenced us, for we have felt that our advertising has been needed equally in papers which are friendly and in those which are antagonistic to the packing industry.

"It has been my experience that the average editor has been absolutely uninfluenced by the fact that we were or were not advertising in his paper, except of course as his opinion might be affected by the facts presented in the advertisements."

One of the results of the policy of frankness is this: the consumer now realizes that there are two sides to the packing question. Fair minded editors and their readers have been brought to a realization that while many assertions have been made against the industry by the federal trade commission, conclusive evidence to support these assertions is lacking.

Frankness in public relations is the order of the day. It is profitable for legitimate business; it is a safeguard for America's economic structure against the undermining influences of self-seeking agitators. Modern business must build good will as it builds materially and financially. And good will can only be assured to those who keep uppermost in mind the unwritten law of America, "The Public Be—Told."

*Advertising & Selling of April 3.

The Basic Facts of the Farmer's Prosperity

Lifting of Farm Market to New Plane of Earning and Better Appreciation of Good Merchandise Is Most Encouraging Factor

By CHARLES COOLIDGE PARLIN
Manager, Division of Commercial Research, Advertising Dept., Curtis Publishing Co.

THE greatest of all the domestic markets is the farm market. Approximately one-third of the population lives on the farm, and if to this is added the number living in cities and villages of less than 5,000 population, the total becomes considerably more than half the population of the United States.

The past three years have been years of unprecedented earnings on the farms. Starting from a base of about $1,500,000,000 in 1879, the value of gross farm output increased steadily until 1914, and then in three years jumped more than 100 per cent, reaching a total gross income of approximately sixteen billion dollars in 1917, and rising to still higher levels in 1918 and 1919. In other words, in each of the past three years the gross earnings of the farms of the United States were more than double the amount of any year before the war.

The significance of this is perhaps better visualized in the effect on the individual farmer. In Ohio, Indiana and Illinois the gross value of the thirteen principal crops per farm was in each of the three years, 1917, 1918 and 1919, more than double that of the average of the years 1911 to 1915, and if we assume that farm costs increased fifty per cent in these years, it is apparent that the increased net profits for each of these years would approximately equal the gross earnings before the war.

In Georgia, North Carolina and South Carolina, the gross figures are somewhat smaller, due to the fact that the acreage of improved land is cut up into smaller average holdings, but the percentage of gain in 1918 and 1919 was even greater.

The Farm Market of Today

SINCE Mr. Parlin incorporated these facts in an address which he delivered before the Robert Morris Club of Philadelphia earlier in the year the farmer's prosperity has been further assured by the reaping of a bumper harvest. Those of us who have been following closely the daily harvest reports with the end of basing upon them an estimate of the power of the 1920-21 farm markets will be glad to round out our knowledge with the aid of this masterly survey of the last three years' developments in the farm field.—THE EDITOR.

Every section of the country showed in each of the three years a marked increase over the pre-war values. It seems evident that throughout the United States many farmers must have made incomes during each of the past three years higher than the gross value of their products before the war.

It seems probable that in 1920 there will be some recession from these figures. Under the stimulus of war demand, land was crowded for production and unusual emphasis was given to raising wheat. This year there will likely be a return to a more normal rotation of crops, probably entailing a lower wheat production. But, barring exceptional weather conditions, it seems reasonable to expect that in 1920 the farmers, still under the stimulus of probable high prices, will attain at least a fairly high level of production.

The value of farm property in the United States—that is, the value of land, buildings, implements and domestic animals—increased slowly up to 1900, then doubled by 1910, and again doubled by 1920.

In other words, increment in the

"The Fine Art of Feasting"



Newspapers Put Yuban on the Map

IN November, 1913, Yuban, the private coffee of Arbuckle Brothers, was first placed on retail sale.

Within ninety days, more Yuban was being used in Greater New York than any other packaged coffee!

Within six months, Yuban was outselling all other high grade packaged coffees *combined!*

In New York and Chicago right now, more people buy Yuban than ever before used any one particular brand of coffee. There the distribution in all neighborhoods exceeds the saturation point formerly assumed for a high grade coffee.

Without the finest kind of complete merchandising—a glowing tribute to every associated factor—no such success could have been attained—*but* the *one outstanding consumer sales force* was the daily *Newspapers!*

Drive the lesson home. How about *your* product?

Invest in Newspaper Advertising

E. Katz Special Advertising Agency

Established 1888

Publishers' Representatives

NEW YORK CHICAGO ATLANTA KANSAS CITY SAN FRANCISCO

value of farm property in the past decade was more than double the entire accumulation of farm values from the beginning of our history down to 1900.

The significance of this marvelous growth in the value of farm property is better understood when it is realized that the values used in the industry of farming in 1910 exceeded the capital invested in all manufacturing industries of the United States, plus the capital invested in all American railways, plus the capital invested in American mines and quarries.

Authentic figures for 1920 are not yet available, but on the basis of the government estimate of $85,000,000,000 for the value of farm property, if we assume that the capitalization of manufacturing industries increased to $40,000,000,000, the values used in the industry of farming in 1920 appear not only to have maintained their dominance but to have increased their percentage.

Farming is not only the largest industry, it is the basic one, and in the past three years this industry has risen to a new plane of earning and spending power.

Since 1900, population has been increasing more rapidly than acreage of improved land, and city population has increased more rapidly than rural. More intensive cultivation and the use of poorer lands are necessary to produce the increased amount of food required by our population. Both of these measures ultimately mean more expensive production and therefore higher prices.

Under these conditions it seems to us unlikely that food prices will return to a pre-war level and farming seems to have moved permanently to a higher level of earning and spending power.

The many influences that are increasing the earning power of the farm are doing another thing quite as important—they are cultivating the taste of the farmer for better merchandise.

The automobile has transformed farm life. It has broadened the farmer's acquaintance from a radius of seven miles to a radius of thirty miles. It has made the farmer and his family a part of the civic and social life of the nearby city and, what is also important, it has made it easy for city residents to visit their friends on the farm.

Education is also a transforming influence on the farm. The sons and daughters are going to city schools and colleges more than ever before. Education is increasing the efficiency of farming and raising the standard of living so that a larger proportion of farm homes have thoroughly modern equipment and conveniences.

That there is a sufficient economic justification for the farm demand for phonographs, pianos, automobiles and the luxuries of a modern home is evident from farm earnings, but a full understanding requires a word on the psychology of the situation; for strong buying necessitates not only purchasing power but attitude of mind favorable to spending.

Before the war, a fairly typical farm statement might show 200 acres of land valued at $200 per acre, or a gross value of $40,000, against which there might be outstanding a mortgage of $20,000, and the farmer, estimating his net worth at $20,000, might have felt fairly comfortable. In the past three years his land value has doubled and his indebtedness has not increased. Today the 200 acres are worth $80,000, and as the farmer realizes that his net worth is $60,000 and that his present crops return ready cash to reduce his indebtedness and furnish besides luxuries long desired by the family, is it any wonder that he buys a new automobile, a grand piano, a fur coat for his wife, or takes the family for an outing to New York?

With the accumulation of three years of unprecedented earnings it seems to us that nothing short of a crop failure can check the buying demand of farmers during 1920. The lifting of the farm market to a new plane of earning and to a better appreciation of good merchandise seems to us the most encouraging factor not only for 1920 but for years to come.

About Advertising Good Times

IT is the function of advertising to entertain and instruct, as well as to fulfill its principal purpose of selling goods. Readers often look at your space, if you are yourself an advertiser, merely for the purpose of determining exactly what your lines or brands are, whether your prices are high or low, possibly to obtain your business address. So, in addition to its other functions, advertising fulfills the purpose of answering questions.

It would not be sought in this way, however, were it not either known or assumed that your advertising regularly appears in certain classes of publication. The idea of looking for it would never come into the reader's mind if there were not already there an automatic reflex, associating your name and business with that kind of a publication and with that particular example of its kind.

It is the automatic reflex from advertising that is its most potent and far-reaching influence. This same property is also the least tangible of its many values and the most difficult to appraise. It is based very largely upon the ability of the advertiser to entertain and hold the attention of the reader who is, so to speak, merely looking at the pictures. For how often it happens that no more than a casual glance at an advertisement registers in the mind an impression that subsequently becomes of definite and lasting value.

Growing out of this concealed value of advertising, however, arises a still more potent influence, of which a few advertisers are well aware, of which some make extraordinarily good use, but which by far the majority seem totally to ignore. This is the general influence of the manufacturer's or merchant's message in molding popular thought, even shaping current events.

For illustration, consider the present tone of business. Follow back through the events of the past few weeks. Trace its beginning in the epidemic of price-cutting that swept the country a little while back, and so follow through to the news conveyed by the advertisements of one department store in one city. It was the fact back of the advertisements, to be sure, that started the ball rolling, but it was the advertising campaign directed toward reducing the high cost of living,—that, and the interpretations variously placed upon it, the degree of sincerity attributed to it, the amount of belief that it inspired, that acted upon other merchants in other cities, and so, within a very few days, induced a slaughter of prices throughout the country.

Advertising is the very spirit of current events. It is the connecting link between the great happenings of the day and those minor occurrences that are mere routine—the buying and selling of goods, the accumulation of materials, the hiring or laying off of help, the movement of merchandise, its disposal to the consumer. He who fails to recognize

The Farm Journal

Covers the Wealth-Belt



Maybe Our Young Friend Doesn't Know

that his dad is bringing in The Farm Journal—but the rest of the family will be eager to see it, and profit by its help, its wit and wisdom, its commonsense and its advertising pages.

The September issue of our excellent publication (isn't that modestly said, for such a wonderfully growing paper?) is certainly a big money's-worth. It will make better farmers out of its readers — and better folks out of those farmers. Fifty cents a year buys a great deal, when invested in The Farm Journal.

The Farm Journal

15 E. 40th Street, New York City.

Washington Square, Philadelphia.

Mallers Bldg., Chicago.

Crocker Bldg., San Francisco.

this, or who does not read in the advertiser's message the undercurrent of the advertiser's own reflections, is not only missing one of the day's greatest diversions, but also is overlooking an infallible indication of the business temperature. Similarly he who fails to employ his advertising as a means to stimulate and guide the trend of public thought along helpful and uplifting lines, is doing himself and his fellow craftsmen a great wrong.

Is it not true that the very spirit of the writer who contrives the brief lines that appear above the advertiser's signature goes into those few words? Does he really mean what he says, and does he make that meaning clear? If he feels he must give reasons, do those reasons ring true, are they logical?

For the business man, every day and every week bring new problems to be solved, new conditions to be faced. The manner in which he works out those solutions, and the attitude with which he faces the ever increasing tangle of complications is very largely determined by his frame of mind. His mental attitude, in turn, is more largely determined by what he reads than most people imagine.

Into the stream of the current publications, ceaselessly meandering along, flow the thoughts and ideas of all men and all classes of men, and from it are drawn the ideas and inspirations of all men and all classes of men. Consciously or otherwise, men's minds are molded by what they read. Does the advertiser always appreciate this?

It is the custom of the more enterprising writers of advertising to take advantage of the passing whim by catch-phrase and allusion, more, perhaps, for the purpose of fixing the reader's attention, than with any deeper intent. But is that sufficient?

Is there not something about advertising akin to that feeling of being in the public service of which every newspaper man is conscious, which should be used to better advantage than it is? To how great extent does advertising of the more conventional sort fail of realizing its entire purpose because it was written in sequence, months in advance, and subsequently criticised from so many viewpoints that it has lost its inspirational quality?

To go even further, how far does advertising, as conventionally employed, reflect only the product, rather than the motive behind it? How far is it becoming over-conventionalized?

Money becomes tight, the curve of buying falls off, those who are easily discouraged catch the popular distemper. But these are not hard times, these are good times. There is nothing the matter with business, except that speculation is receiving very little encouragement. That, however, ought to be good for business, rather than bad. But does your advertising convey that impression? Are you advertising good times?—Publisher's Observations, *Automobile Topics.*

The
Street Railways
Advertising Co.
Announces that
Mr. F. R. Barnard
who has been making his headquarters at Chicago as Western Advertising Manager has been appointed
National Advertising Manager



Advertises Rochester Exposition

Lyddon & Hanford Co., Rochester, N. Y., besides using outdoor advertising, is utilizing between sixty and seventy country newspapers within a radius of fifty miles to advertise the Rochester Exposition, September 6 to 11. The exposition, which has been an annual event for thirteen years, is combined with the horse show. Eastman Kodak Co., Bausch & Lomb, Taylor Instruments and other national advertisers will have exhibits.

Pyrene Holds Sales Convention

Under the supervision of G. P. Rogers, general sales and advertising manager, the Pyrene Mfg. Co., New York, held its sales convention and conference at the Hotel Commodore, New York, August 30 to September 3. The entire sales organization in the United States and Canada, together with a portion of sales force of its London company was in attendance.

Introducing the New Representative

Getting the Right Personal Touch to Your Message to the Trade Is Important in Assisting the Selling Process.

By GUY S. HAMILTON
Advertising Manager, American Steam Conveyor Corporation.

WHAT is the best way to introduce a new sales representative to the customer, prospective and present, in his territory?

That is a question which from time to time has engaged the attention of more than one executive.

Many manufacturing concerns divide the country up in sales territories, each alloted to an agent, generally a manufacturing representative handling a line of accounts in the same field. A steam jet ash conveyor designed to handle ashes from the boiler room, for instance, would be handled by agents devoted to the sale of power plant equipment. They are men of technical training and are often influential in their field.

When one of these men is given the account, it becomes at once advisable to make some sort of an announcement to the customers in the sales territory. The more effective the announcement, the greater the impression made on the territory.

CREATING THE PERSONAL APPEAL

A short time ago, the American Steam Conveyor Corporation appointed a new representative for the territory comprising Buffalo and Western New York. Notices were sent to the power plant publication and cards were printed for mailing to the Western New York prospect list.

It was felt, however, that something was lacking. These methods were rather conventional — they didn't have a human personal touch.

"Let's introduce Konzelman to his territory in a more personal manner," was the suggestion. "He can't call on everyone in person within a few weeks, but he can do it quickly by proxy."

The proxy, of course, was his picture. A good likeness of the new representative was obtained and a first class half-tone made.

After some deliberation it was decided to place the likeness on a blotter and send it to the list in this manner.

Why the blotter?

Why not the reproduction in a folder of a deckled edge stock with a hand letter cover printed in three colors? Why not something artistic and "classy"?

Good for many cases, but not ours. We felt we had to have something that would live with the prospective customer, would sink into his consciousness and cause the new man to be recognized when he personally came into the prospect's office.

A USEFUL "CARD"

The blotter, it was felt, would do the trick.

A blotter is a homely affair—but a very useful one.

There is nothing brilliant about

WHAT DOES "JOBBER INFLUENCE" OF A NEWSPAPER MEAN?



Food Advertising In News Is Felt In Three States

The fifteen larger grocery jobbers in Indianapolis travel 152 salesmen in a territory where there are 5,776 grocers. In 1919 the jobbers did a business of $21,500,000. The influence of The News on the stocks of these wholesalers is tremendous. The circulation radius of The News and the Indianapolis grocery radius are practically identical.

News advertising is something very definite and tangible to these wholesalers. The News' portfolio of non-cancelable advertising is a good place from which to start your representative with the wholesalers.

$4,000 will give you 20,000 lines which spread over a year is ample advertising to support your sales efforts in the Indianapolis Radius

The Indianapolis News

First in America in National Advertising 6 Days a Week

New York Office
DAN A. CARROLL
Tribune Building

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg.

USE NEWSPAPERS ON A THREE-YEAR BASIS

a blotter as an idea, but once received, it is used. It drives home its message. It sticks on the desk for days.

A folder doesn't do that. Neither does a letter. That's why the blotter was chosen to carry the picture of the new representative and the message of service.

It is perhaps pertinent to say that the copy is business-like and to the point. It does not emphasize the man but rather what he can do for the potential customer.

"This man can save you money in ash handling," was the message across the top in bold face type. And the copy followed: "Cut your ash handling costs 50 to 75 per cent. If you are using high priced ash wheelers or expensively operated mechanical equipment, you can do so easily through the use of American Steam Ash Conveyors.

THE SERVICE MESSAGE ADDED

"Our representative (note his name, address and photograph to the right), is entirely at your service. Ask him to aid you in solving your ash disposal problems. He is an experienced ash disposal engineer and without obligation will gladly study your plant and show you how an American Steam Ash Conveyor will cut your ash disposal costs."

The blotter also carries an illustration of a conveyor so that the reader has a knowledge of the product. Printed in two colors, it presents an attractive appearance.

The company is so well pleased with the blotter that arrangements are being made to "introduce" other sales representatives to their prospects in this manner.

Barrett Retires from Pan-American Union

John Barrett, director of the Pan-American Union, Washington, D. C., retired from office September 1, after having devoted fourteen years to the Pan-American Union and twenty-five to official international service.

After assisting in the organization of the new Pan-American College at Panama as president of the Administrative Council, with headquarters in Washington, Mr. Barrett will establish connections in several cities as a general counselor and special adviser in international, economic, commercial, financial and cultural relations. Dr. L. S. Rowe succeeds Mr. Barrett as head of the Pan-American Union.

Can't Use United Shield

A preliminary injunction restraining the United Confectioners, a candy corporation of Newark, N. J., from using the word "United" and from displaying an advertising device in the form of a shield has been granted the United Cigar Stores Company of America.

The application held that the word "United" and the shield device are restricted to use by the cigar company, and that an attempt to use them constituted unfair competition.

McCaffery Joins "Advertising & Selling"

Joseph T. McCaffery, for seven years with Printers' Ink Publishing Co., New York, has been appointed circulation manager of ADVERTISING & SELLING.

Mr. McCaffery succeeds Miss Leona Marie Dayton, who was married on September 1, to Percy Van Holland of New York.

Branham Telephone Cards Ready

The new telephone card giving a list of advertising agencies and publishers' representatives, published each year by the John M. Branham Company, publishers' representatives, is now ready for distribution. It may be had by applying to the company's New York office 225 Fifth Avenue.

National Campaign for Novel

The Cosmopolitan Book Corporation, New York, to sell a novel, "The Valley of Curwood" will start a national advertising campaign in September, which will continue into the early months of 1921. Nine national magazines and twenty-three daily newspapers, said to reach in all 40,000,000 readers, will be employed. There will be 160 separate advertisements.

With apologies to Sweet Caporals

Ask

NATIONAL BISCUIT COMPANY

They know

The

ALL FICTION FIELD

COMPRISING

Adventure
Ainslee's
Argosy-All Story
Detective Story
People's
Short Stories
Smith's
The Popular
Top-Notch

Chavez With "El Automovil Americano"

Luis Chavez, recently with the Foreign Department of Frank Seaman, Inc., has become associate editor of *El Automovil Americano*, published by the Class Journal Company, New York. Mr. Chavez was formerly editor of *Export American Industries* and with the General Motors Export Co., Detroit.

Resigns from A. B. P.

The Associated Business Papers, Inc., has accepted the resignation of the *Architectural Forum*, Boston, Mass.

Bahian Newspapers Raise Prices

Owing to the increase in the cost of newsprint paper in Bahia, the size of the leading newspapers has been reduced and the prices have been increased from 2½ cents to 5 cents per copy.

In June, 1919, newsprint paper could be purchased for $140 per ton c. i. f. Rio de Janeiro or Bahia, and with the dollar quoted at 3.4 milreis Brazilian currency, the paper cost the Brazilian importer exactly 476 milreis per ton. At the end of January the price had increased to $220 United States currency per ton c. i. f. Bahia.

The July, 1920, quotation for American paper is $450 per ton c. i. f. Bahia, and the dollar is quoted at 4.28 milreis, which makes the paper cost the publishers 1,926 milreis per ton as compared with 476 for the same article one year ago.

The National Biscuit Company know the *value* of an audience aggregating a million and a half men and women. That's why they use The All-Fiction Field

The
FIELD OF GREATEST YIELD
PUBLISHED BY
Doubleday, Page & Co. The Ridgway Company
The Frank A. Munsey Co. Street & Smith Corporation
MEMBERS A. B. C.

Buys Michigan Newspaper

Harry Myers, editor and owner of the Arena Mich., *Independent* and part owner of the West Branch, Mich., *Herald-Times*, has bought the Lapeer, Mich., *Press*.

United Makes Workers Directors

Six employes of the United Cigar Stores Company of America were rewarded for long service in its employ when made vice presidents and members of the board. This was in line with the policy of the concern which keeps control of its business in the hands of the men who help make it.

Albert C. Allen, Samuel Simons, L. E. Denslow, F. I. Becton and M. A. Vouvier were elected vice presidents and directors and C. W. Rattray, manager of the company's premium department, was appointed a vice president. Acting President J. R. Taylor, commenting on the election, said: "In giving the recognition to fidelity and proved worth the directors adhered to the company's fixed policy of keeping actual control of its business in the hands of the men who are actively engaged in it. No other consideration ever enters into promotions of this kind."

Firestone Appoints New Editor

Mark L. Felber is the new editor of the *Firestone Non-Skid*, the magazine of the employes of the Firestone Tire & Rubber Co. He succeeds C. A. Reece.

Marmon Starts Dealer School

Nordyke & Marmon Company, Indianapolis, in order to show dealers in the smaller towns that they can sell cars of the higher grade, have established a sales and service school.

Gives Up Post

Ernest H. Brandt, western sales manager for the Ajax Rubber Co., Inc., has retired from that position without, however, disclosing his future plans. Before joining the Ajax Company, Mr. Brandt was with the Fisk Rubber Co., and at one time sales manager of the Corbin Motor Car Co.

New Chewing Gum in France

A French firm has had the name Lulu Chew' Ing Gum registered as a trademark. The reason for spelling the word chewing in two words is said to be for the purpose of rendering the word more peculiar.

Heads Overland in Johnstown

K. N. Gougeon, for seven years with the Willys-Overland Co., Toledo, in the sales promotion department, has become managers of the Overland-Johnstown Co., Johnstown, Pa.

New Addition to "Item"

Mark H. Briedy, who for the past seven years has been engaged in various newspaper work in New Orleans, has just joined the merchandising and service department of the New Orleans *Item*.

"Costumes and Dresses"

The initial number of *Costumes and Dresses* has recently been issued by the Costume and Dress Publishing Company. The aim of the magazine is to establish an intimate relationship between the retail distributor and the producer.



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer.

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

EXPORT ADVERTISING and SELLING

A Department of Foreign Trade Extension Service
Under the Direction of
CYRIL H. TRIBE

What it Means to "Learn Exporting"

The "Hard Knocks" Received in the Past Form a Fund of Helpful Knowledge for Today's Foreign Traders

By GEORGE FRENCH

I WAS much interested to read the article with the title "Making Exporters of American Businessmen," in the August 21 issue of ADVERTISING & SELLING, by L. C. Wilsey, and even more interested to learn that such an important concern as the General Motors Company has begun to train men for the export field in a systematic manner.

I had the fortune to be intimately associated with a man whom I believe to be one of the best equipped exporters in this country for about a year and a half.

I was in personal touch with this man fully seventy-five per cent of this time, and was in confidential relation with him, so that I got at the very heart of all that transpired in that office. The business included the exclusive agency in the foreign field for something like twenty American products, and intimate relations, through a service branch of the business, with about 150 other American manufacturers of goods for export.

Still another phase of the business brought us in constant and close touch with certainly 80 per cent of importers in other countries of American goods. In addition to these qualifications, and facilities, this man whom I am referring to is a very good general business man, familiar with financial matters in every country, knowing the racial characteristics of the people in every country to which American goods are shipped, and having a pretty thorough knowledge of American manufactured goods.

HOW HE GAINED SUCCESS

When this man was a youth it became necessary for him to provide for his own future, and he took to the sea; but not for long. He soon realized that there was a field for American goods in foreign lands, and got two or three American manufacturers to allow him to take their goods into those fields. He traveled all over the world with those goods, and learned the export business in the "University of Hard Knocks." But he learned it. That is the point. He increased his lines, and after a time established himself in New York, keeping up his study of the fields where American goods can be sold, and the people in those fields who buy American goods.

This man also keeps his friendships with the people in those other lands, and never lets an opportunity to befriend them slip. His office in New York is always the rendezvous of the people coming here from the ends of the earth, and every man from the Straits Settlements, Australia, New Zealand, the interior of Siberia, the Orient, India, the Levant, Russia—anywhere in the world—gets a warm welcome and all the service the office has to offer, without cost, with the personal attention of all the staff at all times and for any purpose.

This has been going on something like twenty years, and it may be surmised that this man has his hooks in every concern in the world that buys largely of American goods. He has, and it pays him to have.

It may be remarked that the kind of personal contact with business pays in any sphere. It pays in domestic trade, in retail trade; it pays in all kinds of business everywhere. But it is absolutely necessary in export business.

I am coming to the point of it all. Everything that this new school of training for men for the export field is doing, or plans to do, is good, and necessary. But it is also necessary that the man who is to make a success in the export field shall go into that field for his education. He cannot qualify in any other way. He has to know the fields where he is to sell goods, and the people in those countries.

THE LANGUAGE PROBLEM

Take the one question of language. It is quite futile to imagine for a moment that one can sell goods in Spanish-speaking countries without a good knowledge of the language as it is used in those countries.

Note that I say as it is used in those countries. This means that if goods are to be sold to Argentinians the seller must know the peculiar Spanish spoken in that

Foreign Problems

BUT for the fact that Americans have a way of getting results after their own methods, and a faculty for cashing in on the experiences of others, the Foreign Trade field might now seem too difficult of entering to be worth while attempting.

But the world is going to continue to regard us as we are, and eventually accept us at face value, possibly even recognizing that we are in a sense another race of folk. And beyond a doubt some day the rest of the world is going to meet American goods at least half-way in the marketing process, so that we shall not have to do all of the puzzling, all of the "understanding."

Until such good times, however, it will be good for American advertisers to read what Mr. French has to say on Foreign Selling in the accompanying article.

THE EDITOR.

country, which is different from Spanish spoken in any other country or taught by any text book. The same is true of Cuba, of Mexico, of Spain and the several provinces of Spain, and of all other Spanish-speaking countries.

This difference is not mainly a literary difference, but more truly a technical difference—the names applied to goods and materials are different, not only basically but colloquially. A certain pot is one thing in Mexico and another in Argentina; a tool is called by different names in different countries, and perhaps not by its literary name in any.

These differences are not confined to nomenclature, but permeate the whole export problem, to such a bewildering extent that the academic student of Spanish finds himself in a hole very often if he depends upon the teaching of the books. Take a document that has been translated into Spanish by one who is letter-perfect in the academic language and submit it to a Mexican. He will mark the proof so much that the printer will despair of getting it right. Then take the Mexican's version and send it to an Argentinian and note what he will do to it! Finally, submit the academic version, which is literally correct, to a practical Spaniard in Spain who is in trade, and get another series of shocks. A good Spanish student can converse with Spaniards from any part of the world, but he cannot write the literature of their business.

What applies to language is also applicable to other phases of business with people living in different countries. There are trade customs, nomenclature, habits, prejudices, traditions, formalities, that are impossible to learn except by direct contact; and if they are not perfectly known and scrupulously observed it is not possible to do business with the people concerned. Most peoples, those whom we stupidly call foreigners, are much more influenced by personal considerations than are we in practical America; and their personal idiosyncracies have to be not only known but carefully humored.

NOT SCHOOLROOM SUBJECTS

These matters cannot be learned in America. They cannot be successfully taught in any school, even by teachers who are well aware of them and of their basic importance. This seems absurd to many Americans, and it seems absurd to many Americans that such racial differences should be observed in trade even if they exist. But the people of all other countries have more rigidly defined personalities than we have, and run truer to their heredity and training than do we.

The Spaniard is sure to be as much of a Spaniard in New York as in Madrid; and as much of a Spaniard today as was his great-grandfather, or any ancestor back to the tenth or twentieth generation. We Yanks can become pretty good Spaniards in Spain, Frenchmen in France, and even Cockneys in Lunnon. We do not care a "sumarkee" for what our respected ancestors wore a hundred years ago, or a thousand; nor for how they accented their words, or spelled them. We do not understand why the Japanese gentleman to whom we wish to sell machinery should worship his ancestors, and that he persists in doing so arouses our wonder, or our contempt. And it is just there that we fall down as exporters.

I mentioned that I wallowed in this export atmosphere a matter of a year and a half. I was willing to acknowledge that if I wanted to become an exporter I must take my bag and go into the field of the world. I didn't wish to do that, and so I did not become an exporter.

And, with all respect to this and other ventures, I wish to suggest that if any American concern is thinking of training men for the export business it will facilitate that purpose if at the start they realize that it is a business that has to be learned by the doing of it—for the most part. There are, in New York and other parts of the country, schools for the training of men for export business, but where do you find their graduates functioning importantly in actual export business? It is certainly true that in large export concerns there is much work that can be better done by men who have had the training given by such a school as Mr. Wilsey describes, but chiefs of foreign trade do not matriculate in them.

A big exporting concern should formulate a policy of sending its young men into the foreign field, first as clerks in their overseas offices and then as salesmen on the big world circuit. After some years at this they would be qualified to come to America and take important positions in export business, and know what they were required to do and how to do it. It is a slow process, but the building of foreign trade for the United States cannot be accomplished overnight, nor during one generation. It is a matter that will require much time, much money, much patience—and "keeping everlastingly at it" from father to son, and so down the years. England is the only nation that knows how to do export business, and how many generations has it taken her to learn it? We can begin. We can do business with other countries, to some extent. But if we cherish the ambition to become a nation of exporters we have got first to learn the business and build up a class of expert exporters, and we have got to do it through educating

Keeping Up With The Times

A FACT A WEEK

Washington, D. C., is now the 14th city in size and first in many ways.

The Washington TIMES has nearly doubled its circulation since the 10 year ago census and is the only newspaper in the District of Columbia selling for 3 cents daily.

The Washington Times
WASHINGTON, D. C.

them in the field—in the "University of Hard Knocks."

The man I referred to in the beginning is a type of what an export man must be, if he is to succeed. He has a vast store of export lore that cannot be taught, that he cannot teach. Every item of his knowledge of the foreign field has been acquired in the foreign field, at the fountain head. Probably the schools for training export men could teach him many things that are useful, but probably they could teach him nothing that is essential. There are in New York perhaps twenty men like him—perhaps a hundred, I do not know; I have never met more than a dozen. If we are to become an exporting nation, in the sense the English are, there should be a thousand absolute experts in New York, or even more.

An Englishman, recently our guest here in New York, told a meeting of business men that the export business of the world is done through London. "Go into the export business as much as you like," he said, "but as much as you go into it you will find that eventually you will have to do it through London." If that is true, and it is at least 90 per cent true, it is as true that if we are to be a great export nation we have got to build up as England has built up, through generations of plodding effort, patient study, constant application, and thorough preparation.

Canada's Trade Increased $166,000,000

Canada's trade with the world for the first four months of the Canadian fiscal year, ending on July 31 shows an increase in value amounting to $166,480,404 when compared with the same period in 1919, according to the Summary of Canadian trade issued by the Department of Customs. For the four-month period in the present year the total value of goods exported and imported was $825,267,761, while in 1919 the total was $658,787,357.

Canada is importing goods to a much greater extent than during 1910. The total value of goods imported into Canada from April to July, inclusive, this year was $473,572,580, while last year during the same period it was only $284,897,013. The total value of domestic merchandise exported, however, was some fifteen million dollars less than during the four month period in 1919. From April to July, inclusive, this year Canada exported domestic merchandise to the value of $342,112,423, and during the same period last year the Dominion exported this class of goods to the value of $357,883,897.

Canada's trade for the month of July was $234,108,201, showing an increase of over $30,000,000, compared with the total trade for July of 1919. Imports were $127,268,811, an increase compared with July of 1919 of approximately $43,000,000. Exports were $106,911,390, showing a decline over exports for July 1919 of $10,000,000.

Exports Jump $23,000,000

Exports during July were $23,000,000 greater than in June, while imports decreased $16,000,000. Trade figures made public by the Department of Commerce place the value of July exports at $654,000,000 and imports at $537,000,000.

Exports for the first seven months of this calendar year totaled $4,902,000,000, an increase of 6 per cent. over the corresponding period last year, while imports were valued at $3,482,000,000, an increase of 78 per cent over the same period last year.

The excess of exports over imports amounted to $117,000,000 in July and $1,420,000,000 for the seven months, compared with $225,000,000 for July and $2,672,000,000 for the corresponding seven months of 1919.

Gold imports for the month amounted to $19,817,758 and exports $21,872,783, while for the seven months ended with July imports totaled $144,268,949 and exports $217,288,653. Silver imports for July totaled $6,406,229, and exports $5,494,336, and for the seven months period imports amounted to $62,575,255 and exports $87,615,084.



Supply and Demand

This year the Bell telephone system has required 75,000,000 pounds of copper; 10,000 tons of galvanized iron and steel wire; 12,000 tons of pole line hardware; 100,000,000 pounds of lead; 1,000,000 pounds of antimony; 700,000 pounds of tin; 10,000,000 pounds of sheet and rod brass; 15,000 tons of paper for directories; more than 24,000,000 feet of lumber; 12,000,000 feet of clay conduits; 10,000,000 glass insulators. These are only some of the chief requirements, only a part of the absolute essentials.

Suppliers of every item mentioned, as well as of scores of other items, have been compelled to withdraw promises of delivery, reject orders, refuse contracts and even shut down plants. The reasons are that they have been unable to secure materials for manufacture, fuel for power, or cars for shipments.

During the period in which the demand for new telephones has been greater than ever before, supplies have been more severely curtailed than at any time in the history of the Bell System. Special representatives have scoured the country; visiting mines, factories, laboratories, shipping points; and rushing goods forward.

The impressive conclusion is that, in the face of such conditions, the Bell System has actually gained on demand and has exceeded all previous records in putting in new telephones.

AMERICAN TELEPHONE AND TELEGRAPH COMPANY
AND ASSOCIATED COMPANIES
One Policy One System Universal Service
And all directed toward Better Service

The Men and Women Who Make Our Mediums

SIR LOMER GOUIN

Editorial Director of *La Presse* of Montreal

One of a Series of Informal Visits with the Leading American Editors and Publishers with the Object of Interpreting What They Mean to Advertisers

By E. WALTER OSBORNE

AT THE SAME time that the United States is offering us the spectacle of an eminent newspaper man (and it will be an eminent newspaper man, whatever the November verdict) about to enter into the chief political office in its domain, up in the sturdy province of Quebec to the north we find destiny reversing the process as the chief political personage of that domain enters upon the duties of a newspaper man.

La Presse of Montreal has just announced the acquisition, as its editorial director, of the Honorable Sir Lomer Gouin, K.C.M.G., B.C.L., LL.D., for the last fifteen years Prime Minister of Quebec and the outstanding political figure of the province.

PRIME MINISTER FIFTEEN YEARS

The retirement of Sir Lomer Gouin from active politics came at the climax of a singularly and unusually successful, progressive and, for his people, prosperous official tenure. He had stood at the head of the provincial government for the unprecedented period of fifteen years. Under his tutelage Quebec had grown and flourished, rising from a very modest position among its sisters to the place of key province of the Dominion. When he withdrew from public life this year it was on a personal choice with the realization of a work well done —a work that most men would be proud of as a life-time effort. But Sir Lomer evidently prefers to think of it only as one chapter that has been finished, has turned the page and, at fifty-nine years of age, is beginning a new one—in a newspaper office.

To the new editorial director, a leader in French-Canadian thought, a man of great influence in the Dominion, whose counsel is sought and listened to with close attention by all French-speaking America, a career in journalism under the aegis of Canada's great French newspaper offers splendid prospects of service. Those who have followed his career feel it highly fitting that when he had reached the point where he desired to lay down political burdens he should choose this, in a sense, complimentary, non-political means of remaining in the service of the Canadian public.

At the same time, Sir Lomer will maintain connections with the government of the province through his appointment as a member of the Legislative Council, the ratifying body of the Legislature, in which he has just taken his seat at the invitation of the Taschereau ministry, which succeeded his own. This is a life appointment.



SIR LOMER GOUIN

"LA PRESSE'S" TRIBUTE

In announcing his advent to its executive, *La Presse*, in an editorial of August 2, said:

"At all times *La Presse* has desired to have as councillors and collaborators clear-minded men of action, so as to be more than ever deserving of the always growing confidence of the public. Therefore, we are happy to announce today to our readers the entry of Sir Lomer Gouin into the executive of *La Presse*.

"Without doubt the man who has known how to govern so long and so well the provincial ship of state, will be an able and wise guide to our journal.

"Is it necessary to state that our newspaper will remain faithful to the program laid down by its founder (the late Honorable T. Berthiaume); that is, Canadian in the broadest sense of the word? Under the fertile administration of Sir Lomer, the great French-Canadian family has become united and everything seems to point towards a glorious future for it.

"Anxious to serve again and always the high interests of our countrymen, *La Presse* realizes the serious duties which

READ how the "Safety Standard" film and the convenience of the Pathescope make it possible for a great institution to provide a Film Service for Department Stores.

A. C. PEARSON, PRESIDENT A. E. HURST, GENERAL MGR. C. V. DAVENPORT, BUSINESS MGR.

THE ECONOMIST FILM SERVICE

231-241 West 39th St. New York

The Economist Film Service affiliated with the following trade papers:

DRY GOODS ECONOMIST, NEW YORK
DRY GOODS SHOE REPORTER, CHICAGO
BOOT AND SHOE RECORD, BOSTON
PACIFIC COAST RECORD, SAN FRANCISCO
DRYGOODSMAN, ST. LOUIS
IRON AGE, NEW YORK
MOTOR AGE, CHICAGO
MOTOR WORLD, NEW YORK
COMMERCIAL VEHICLE, NEW YORK
TIRE RATE BOOK, NEW YORK
HARDWARE AGE, NEW YORK
AUTOMOTIVE INDUSTRIES, NEW YORK

ADVISORY BOARD
GUY HUBBART, STAFF DIRECTOR OF RESEARCH DEPARTMENT
S. H. DITCHETT, MANAGING EDITOR OF THE DRY GOODS ECONOMIST
LLEW S. SOULE, EDITOR OF HARDWARE AGE
A. I. FINDLEY, EDITOR OF IRON AGE
DAVID BEECROFT, DIRECTING EDITOR OF CLASS JOURNAL PUBLICATIONS
C. W. BLACKMAN, MANAGER OF THE COMMERCIAL VEHICLE

DIRECTORS
H. M. SWETLAND, PRESIDENT, UNITED PUBLISHERS CORP.
CHARLES G. PHILLIPS, PRESIDENT, TEXTILE PUBLISHING CO.
A. C. PEARSON, GENERAL MANAGER DRY GOODS ECONOMIST
W. H. TAYLOR, PRESIDENT IRON AGE

June 30, 1920

Pathescope Co. of America
Aeolian Hall-West 42nd St.
New York City.

Gentlemen:

We are pleased to advise that we have found complete satisfaction in the Pathescope machine, both for our own use in showing our Educational programs, and for our Department Store clients.

The use of "Safety Standard" film, the simplicity of operation and the portability of these machines have materially aided us in establishing our Economist Film Service.

We are especially gratified with the fact that licensed operators are not needed, since many of the stores using the Economist Film Service could not do so if enclosing booth and licensed operator were required. Also, the fact that the Pathescope is inspected and approved by the Underwriters Laboratories, Inc., is a distinct advantage.

Our road men speak highly of the ease with which they can handle the machine when giving demonstrations of our Educational Program.

In a recent demonstration of one of our complete programs (some 3,000 feet in all) the audience, an unusually critical one, expressed unbounded surprise at the ample and clear-cut illumination.

Yours very truly,

THE ECONOMIST FILM SERVICE

C. V. Davenport.

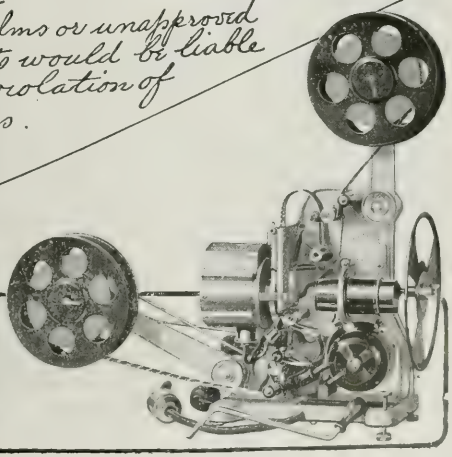
MANAGER

If we used Celluloid Films or unapproved projectors our clients would be liable to penalties for violation of fire regulations.

C.V.D.



The Pathéscope Co. of America, Inc.
Willard B. Cook, President
Suite 1826, Aeolian Hall
New York City
Agencies in Principal Cities



THE NEW PREMIER
Pathéscope
Flickerless "SAFETY STANDARD" Motion Picture Projector

fall upon its shoulders and nothing will be neglected to carry them out faithfully.

"For several months we have been trying to tighten the natural bond existing between the various groups of French origin in the American continent. We are following up the ethnical census of our forces spread throughout the new world. We hope to be able to complete this considerable work, the importance of which no one can fail to realize.

"*La Presse*, which gets into so many homes each day, realizes the serious and delicate mission which befalls it; like all human institutions, and not being infallible, *La Presse* tries to err as little as possible and that is why it is deemed necessary to add constantly to the competent staff.

"Convinced of the influential role which French Canada is destined to play in the Confederation, we can feel certain that the sound judgment and the enlightened experience of Sir Lomer Gouin, aided by the most powerful publicity organ of the Dominion, will assure to both a prudent, wise and strong direction.

"We have, therefore, reason to believe that the Province of Quebec and the whole Canadian race, which we want to see grow and prosper through harmony and cooperation, will benefit greatly by the invaluable collaboration of Sir Lomer Gouin with *La Presse*."

Sir Lomer was called upon very soon after becoming associated with *La Presse* to play an important part in his new role of newspaper man. This was on the occasion of the recent Imperial Press Conference in Montreal at the sessions of which he was a prominent figure, representing the French-Canadian press.

These may be thought topsy-turvy days when newspaper men turn presidents and prime ministers turn newspaper men, yet perhaps it is a good sign and a sign that the world is going to be less topsy-turvy for such changes. No newspaper man has ever been President of the United States and prime ministers in the New World do not usually wield the editorial pen. The United States and Quebec each have great confidence in the value of the precedent now to be set.

IMPORTANCE TO ADVERTISERS

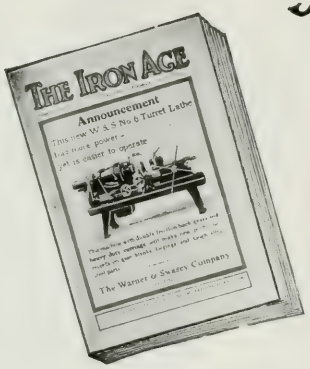
The advent of the former prime minister of Quebec to the chief editorial position on *La Presse* cannot be without significance to advertisers who, in covering Canada, are wise enough to include among their prospects that great body of French-speaking Canadians which constitutes so valuable a division of the Dominion's people and which has, in the past, contributed so richly to the Dominion's progress and prosperity. It is a curious fact how apt the otherwise well-informed American business man is to look upon Canada as an English-speaking land, whereas 28.51 per cent (1911 figures) of the population is of French origin and, bi-lingual or not, owns French as its first speech.

In Quebec, the home province of *La Presse* with its combined total circulation of 146,271 (Lydiatt's) there are more than a million and a half French-Canadians as against a little over three hundred thousand British-Canadians. Any move calculated to increase the prestige of the French-Canadian newspaper press in that province in which, according to Lydiatt's Book for 1920 there were 297,450 copies of French language newspapers distributed daily in 1919, is certain to redound to the interests of the advertiser who would reach the French-Canadian prospect. Such a move is represented in the advent of Sir Lomer Gouin as a journalist. At the same time, it is of high significance to the French-Canadian press itself as an event calculated to impress upon the advertising world the essentiality of the French language press to any advertising program designed to "cover Canada." The press of the two chief North American commonwealths will welcome the former prime minister into the ranks of journalism.

Used Pink Advertising Pages

To announce the opening of a mid-summer clearance sale, Weinstock, Lubin & Co., Sacramento, Cal., used four pages, in pink, in the Sacramento *Bee*.

Your Medium *for Selling*



Iron, Steel, Metals, Alloys

Fuel, Refractories

Heat Treating Equipment

Castings, Forgings, Stampings

Pipe, Springs, Wire, Screws

Electrical Apparatus

Power and Transmission Equipment

Foundry Equipment, Metal-working Machinery

Machine Tools, Attachments and Small Tools

Factory Equipment and Mill Supplies

Material Handling Machinery



Mexican Trade Information Available

A report of the first meeting of the United States-Mexico Trade Conference held in Mexico City early this year under the direction of the American Chamber of Commerce of Mexico is now available. The report which contains the papers read at the conference has been forwarded to the bureau by Trade Commissioner Chas. H. Cunningham and is on file in the Latin American division, where it may be examined by interested persons.

The subjects treated during the sessions of the delegates included the following: Financing the exports of Mexico; trademarks in Mexico; Mexican sales methods; distribution and advertising; Mexican credits; Mexican agencies and representations; international banking; banking facilities in Mexico; shipping, packing, declarations and billing of merchandise; real estate and mine titles in Mexico; commercial travelers of Mexico, and American selling methods and Mexican buying practices. Statistics of the oil industry of Tampico compiled by the Tampico Chamber of Commerce, as well as a list of the delegates attending the onference are also given in the publication.

W. G. Bryan Announces Plans

W. G. Bryan, who recently resigned as publisher of the New York *American*, has just given out the following statement regarding his future plans:

"First, I want it distinctly understood that my resignation from the Hearst organization did not come about through a disagreement with Mr. Hearst personally, or any of his national policies with which I, together with some five million people, am to a great degree in sympathetic accord.

"It is my intention to revive the W. G. Bryan Organization, the nucleus of which has been kept intact for the last five years.

"The greatly increased cost of white paper makes it absolutely necessary that all newspapers maintain not only their volume of business, but at a decidedly increased price per line. In this I know I can be of great service to the newspapers of the country because in the twelve newspaper offices where the service of my organization has been installed, all of them increased not only their advertising rates but increased their volume of business as well. In fact eight of the twelve newspapers broke every record in their history. The money increase on one large metropolitan newspaper amounted to more than a million dollars.

"I have $33,000 invested in copy, drawings, and plans. To this has been added five years of experience in highly competitive fields and under the most trying conditions which newspaper men generally have ever faced. My only regret is that I cannot give all of this experience to all of the newspapers in every locality, but, naturally, my work is such that it will have to be confined to only one newspaper in each city.

"Instead of putting out the service of my organization on a fee basis of $7,500 yearly, as I formerly did, I intend to syndicate the material so as to give more newspapers the advantage of the service at a cost they can pay in keeping with the city in which they are located. I estimate that in this way we will be able to accommodate all the newspapers of the country with this service in a period of two years.

"While there will be a considerable volume of advertising this fall, still I do not believe that it will in any way approximate the great amount of business which the newspapers have enjoyed during the past year, consequently publishers who are being forced to pay an increased price for paper will find it necessary to increase their revenue accordingly.

"While my organization confines itself primarily to the business of 'Advertising Advertising,' still we will be in a position to show newspapers how they can increase their circulation price and revenue with no material loss in circulation, and also give them the advantage of several effective plans for conserving white paper.

"I have always wanted to render a constructive service for the newspapers of the country, and circumstances have arisen which will enable me to do this at a time when conservation is essential and increased revenue is necessary."

Mr. Bryan is now at his summer place, "Homecrest," in Greenwich, Conn., and will remain there until October 1, after which he intends either to enlarge his Chicago office or open a new office in New York.

Huber Hoge to Start Agency

F. Huber Hoge, for twelve years with Frank Seaman, Inc., and who resigned on June 1, will establish about the middle of September an advertising agency in the Equitable Trust Company, 45th Street and Madison Avenue, New York.

SINCE it was established in 1855, The Iron Age has stood for distinctive and exceptional service to the world's basic industries—blast furnace, steel plant, foundry, machine shop, and metal-working interests. It is the recognized authority on conditions, prices, progress, and all matters of general interest in this great field.

Any complete list of metal-working industries will coincide closely with The Iron Age circulation, which covers a field equalled by no other business paper. It reaches a tremendous world-wide aggregation of buying units, practically each subscriber representing a separate and distinct company, operating plants which are exceptional in size and importance, volume of business, and buying power.

Advertisements are arranged for the convenience of the busy buyer—grouped according to the **product advertised** as well as cross-indexed by materials and manufacturers—just another of the exclusive features that make The Iron Age a dominant factor in the industrial field. Over 2000 representative companies advertise their products and services regularly, making its pages a veritable index to American manufacturers and distributors of every conceivable requirement in the metal-working establishment.

There is an interesting booklet giving a bird's eye view of the Buying Units of The Iron Age field, sent on request.

THE IRON AGE

The World's Greatest Industrial Paper

ESTABLISHED 1855

239 West 39th Street, New York

Charter Member A. B. C. and A. B. P.



Feminine Fingers in the Agency Pie

The Success of the Lambkin Sisters in the Advertising Agency Field Testifys Further to the Growing Importance of Women There

SUPERIOR man is forced to admit from time to time that mere woman some times does make good in business. We have with us today the woman merchant, the woman banker, the woman manufacturer, the woman rancher and planter, and quite a smattering and a scattering of women holding their own in various professions. We have been pretty confident, however, that there are some few lines of endeavor where the more-or-less gentler sex never would be found—those jobs requiring the intricate technical knowledge, the broad vision and the calm analytical faculty peculiar to us men. Certainly.

Take, for instance, the positions of space buyer and printing buyer in an advertising agency. There are a couple of jobs for you that are man size, calling for acumen, broad shoulders, diplomacy, and great skill in the manly art of self defense. If Jack Dempsey were a space buyer, he might well quail before an onslaught of special representatives; while as for dealing with the unregenerate tribe of printing salesmen!



A. J. LAMBKIN



M. J. LAMBKIN

Nevertheless and in spite of all that, there is one flourishing national advertising agency that finds it to its advantage to keep women—and young, mild-mannered women, at that—in the positions of space buyer and director of printing service. It will be no news to most of the special representatives in the country, nor to printers generally, that the names A. J. Lambkin and M. J. Lambkin, signed to space orders and printing orders that go out from the Kansas City offices of the Ferry-Hanly Advertising Company, belong to persons both entitled, at this time of writing, to the prefix of "Miss."

No, the Misses Lambkin are not related to any member of the firm nor to any wealthy and influential stockholders. They got their jobs only after amply demonstrating their fitness for them, and they hold their jobs only by delivering the goods. Encyclopedias do not commonly come bound in chiffon, but Miss A. J. Lambkin has a widespread reputation of being an encyclopedia on rates, closing dates, mechanical requirements, circulation, and other data pertaining to publications of high and low degree throughout the country. Moreover, she has a sometimes aggravating way, in buying space for clients, of sizing up a paper or magazine as an advertising medium strictly on its merits, without any regard whatever for the color of the necktie worn by the special representative. In other words, she is a coldly calculating, impartial and judicious buyer. She listens to the convincing eloquence of the special representatives, and she listens smilingly, but she can "smile and smile and be unwillin' still." In the final analysis she turns on the mental sifter and makes up the schedule with the one idea of getting the maximum returns for the agency's clients.

This feminine space buyer's associates in the Ferry-Hanly organization have grown accustomed to remarkable facility in quoting rates and closing dates, but they never cease to marvel at the amount of work she accomplishes day after day. She personally looks after an enormous mass of detail, in addition to directing a good sized staff of her own, and still has time to meet and listen to many business callers every day. And in spite of an unending round of office duties she finds a way to look after the active duties of chairman of the Publicity Committee of the Kansas City Advertising Club.

Miss M. J. Lambkin, the other sister in this unusual team of agency specialists, has had a training and experience that would be remarkable for any veteran advertising man. Her first agency experience was in the checking department and as stenographer and secretary to "the boss." From there she progressed through practically all departments of agency organization, finally achieving the dual position of head of the printing service department and office manager. As printing buyer she has acquired a knowledge of prices, processes and forms of printing and printing materials as remarkable as that of her sister's concerning space buying. Not content with these achievements, she has recently organized a Woman's Division of the Ferry-Hanly agency, of which she is director. The department announces itself with the statement that "The intimate languge of woman to woman is as decidedly different and distinctive as the plain "straight-from-the-shoulder" confidences of "man-to-man." It is for the benefit of clients whose appeal is directed to the woman buyer that we have organized our Women's Division, for the preparation and handling of all advertising which can be made more effective by the woman's viewpoint.

Miss M. J. Lambkin also finds time to be vice-president of the Kansas City Advertising Club.



© 1920 B & B

Remembrance TRADE MARK Advertising

"The House of Quality"

"Now, that's mighty fine of the Brooks people"

Like an old-fashioned hand-shake, strong and warm, Remembrance Advertising carries its sincere message straight to the heart.

It gives the lie to that flinty-faced creed which says that business must be impersonal and cold-blooded. It maintains that business dare not be cold-blooded; that human nature will not be denied; that genial good-fellowship will ever influence patronage and bind customers with the bonds of Good Will. It has proven it time and time again by accomplishing through sheer friendliness tasks that no amount of cold logic or sound reason might attempt.

During twenty-four years Brown & Bigelow have helped a host of clients forge the bonds of friendship and good will. With warm-hearted Holiday Business Greetings — with Art Calendars of rare design and beauty — with welcome desk and pocket articles of rich Mission Leather — they furnish the cordial means of acknowledging the debt of gratitude — of building business firmly upon the rock of customer confidence and good will.

"Remembrance Advertising" a helpful booklet relating actual incidents of the power of friendliness in business, sent free upon request.

Brown & Bigelow — Quality Park — Saint Paul — Minnesota

SAULT STE. MARIE, ONTARIO

This Business Club Gets Business For Its Members

The "Quarter Club" of Buffalo, Through Applied Cooperation, Enables Office Specialty Men to Climb Over Quotas

By ARTHUR DAVIS
President of the "Quarter Club"

DO YOU remember the old business men's luncheon club you used to belong to? Or perhaps it's the one you belong to now. You got together (I'll keep this in the past tense to save your feelings) every once in a while—or at least ten per cent of your membership did. You had a table d'hote meal of dishes selected by the restauranteur with an eye to their convenience to serve rather than to their appetizing qualities. If the chairman of your speakers' committee was wise you listened over the coffee and cigars (You generally preferred your own cigars to the ones that came with the luncheon) to some—shall we say "semi-professional?" — a f t e r - luncheon speaker; more often than not a wholly professional publicity man with a "cause" up his sleeve. His talk, you will recall, always had the merit of keeping you in good humor, but it touched only most casually on the edges of any of the topics you were supposed to be directly interested in as business men.

THE "LOCAL TALENT"

On the other hand, if the chairman of your speakers' committee still had illusions as to the quality of the "local talent" your mind was permitted to drift painfully away over its own private troubles while some one of you, trapped into playing the "goat," either talked empty generalities or mumbled publicly about *his* troubles even more painfully and with less control of the drift. "Unaccustomed as I am to public speaking," he generally started his prologue, in fact or in effect, and "What did I ever see in that boob?" was your epilogue and epitaph for him. By the time the chairman called for "questions" the degradation of the speaker's exhibition of himself had discouraged any ambitions you might have had to get to your feet and your only questions were: "Say, how late is it getting to be?" and "Hey, waiter, what's the quickest way out of here?"

Then you and some of your cronies went "around the corner" to wash the taste of the affair out of your mouths and in the ten minutes during which your foot rested easily on the brass rail or against the soda counter's marble you picked up more real business "dope" than you could have amassed in a solid year of listening to the glittering—and otherwise—generalities of the luncheon speakers.

Do you remember the old club? Then here is the story of a luncheon club that will remind you of it—because it's so different.

WHAT THE "QUARTER CLUB" IS

The "Quarter Club" of Buffalo, N. Y., is composed of twenty-five salesmen of the Buffalo territory representing twenty-five distinct lines of manufacture. Most of the members sell office specialties. No two men representing the same type of product are admitted to the club's active membership. Some of the firms who have salesmen on the list are the Addressograph Company, the Multigraph Company, the Todd Protectograph Company, the Yawmen & Erbe Manufacturing Company, the Ault & Wiborg Company, the American Salesbook Company, the Monroe Calculating Machine Company, the Linatime Manufacturing Company, the Babson Statistical Institution, and some factory supply firms such as the H. W. Johns Manville Company, the Howard H. Baker Company, and the White Motor Truck Company.

The "Quarter Club's" quarter of a hundred members meet at a quarter after twelve each Monday, and each member scheduled to take the floor has a quarter of an hour allotted to him to talk.

The president calls the meeting to order directly after luncheon, which is served in a private dining room of one of Buffalo's leading restaurants. The business routine of this very business-like organization is this:

Each member who has something to say, gets to his feet and, on recognition by the chair, gives his name, his firm's name and line, and the "tip" he has to contribute to the meeting, answers any questions asked and then sits down.

Doesn't sound particularly interesting or original?

WHERE CO-OPERATION COMES IN

Wait a moment. These twenty-five members are travelling the city of Buffalo and the surrounding territory every day. Being in allied lines of

What Is Rotary?

¶ Rotary is a live organization with an ever developing standard of business and professional ethics, calculated to encourage the greatest efficiency and usefulness, thru honest service, in all worthy and legitimate occupations and make for a universal fellowship and a belief in the sacredness of all business transactions.

¶ Do you want to do business with the type of men who compose this organization? There are 55,000 of them—you can reach them by advertising in

THE ROTARIAN
The Magazine of Service

Member Audit Bureau of Circulations

CHICAGO

Eastern Representative
Wells W. Constantine
7 West 16th St., New York

Great Britain
Thos. Stephenson
6 So. Charlotte St., Edinburgh, Scotland

Advertising Manager
Frank R. Jennings
910 So. Michigan Blvd., Chicago

Subscription price: $1.50 in U. S. A. and Cuba: $1.75 in Canada; $2.00 in all other countries.

Published Monthly by the International Association of Rotary Clubs

business hardly a day passes without some one of them picking up information that will be of value to a brother member. Whatever he picks up he jots down on a pad of "tip sheets" provided by the club's secretary. If it is of sufficient importance he gets the other members on the telephone and serves it to them while it is hot—or he waits for the Monday meeting. When he gives a definite business tip, he gives with it the name of the prospect referred to, his address, and such vital details as the man to see, the best time to see him, and the exact extent of his needs. After the tips have been read they are turned over to the secretary and placed on file by him.

The result is a ground floor entry to the business that the Buffalo territory has to offer office specialty and allied salesmen. More than $160,000 worth of business secured by members was directly traceable to club cooperation last year. Here is an example of how the plan works out:

A few weeks ago the real estate member of the club—he represents an allied line of much greater importance than it would seem at first glance—brought in the news that a new concern was going to build in Buffalo. This member had all the information necessary to start the members off right. Here's who profitted by his tip:

Filing and office equipment man, $1,200; Addressograph man, $865; ribbon and carbon paper man, $365; check protection man, $175; calculating machine man, $600; Multigraph man, $1,085; Linatime man, 7 machines; motor truck man, 2 trucks, and typewriter man, 7 machines.

The real estate man had prepared the new company's business manager for his colleagues' visits by leaving with him one of the club pamphlets explaining the purpose of the organization and the standing of the firms it represents, and by convincing him that the "Quarter Club" stands back of the good faith of its members.

MEMBERS MUST STAY "ALIVE"

The "Quarter Club" has no dues. When it wants money for stationary, it collects it by assessment. It sticks at 25 active members and it weeds out the dead ones. A member missing from three consecutive meetings gets a red card of warning. If he is absent from the next following meeting he is automatically dropped and his place taken by someone from the club's waiting list. The club has not expanded because it fears that an increase over 25 or 30 would change its character to that of the old, pleasantly sociable, perhaps, but certainly arid, organization that I referred to in the opening paragraph.

This is the story of the "Quarter Club." It can perform—has performed again and again—a real service for its members. Buffalo hasn't a monopoly on the idea. If any salesman or group of salesmen desiring to emulate our efforts wants further information on it, the president of Buffalo's "Quarter Club" would be glad to hear from him.

Logan Gets Washing Machine Account

Thomas F. Logan, Inc., New York, has obtained the account of the Syracuse Washing Machine Corporation, Syracuse, N. Y.

London "Times" Appoints Pemberton

Alfred Pemberton, son of Max Pemberton, well known writer, has been appointed advertising manager of the London *Times*. Young Mr. Pemberton, who has been on the *Times* staff since February of last year, was formerly on the advertising staff of the *Daily Mail*.

Vienna Wants Lumber Periodicals

William F. Upson, representative of the United States Department of Commerce, Vienna, Austria, would like to receive copies of trade publications dealing with the lumber industry in the United States.

SYSTEMS BOND

"The Rag-content Loft-dried Paper at the Reasonable Price"

GOOD WILL

There are few better ways of creating and preserving good will than with your correspondence.

The recipients of your letters very often read between the lines and the words. If you have Systems Bond between the lines and words of your correspondence, it will be a valuable asset to your firm in creating and preserving that desired good will.

The toughness and crackle of Systems Bond are due to its rag fibres and its loftseasoning. And yet, with all its firm body, its close-knit texture and its pleasing finish, Systems Bond is sold at a business man's price.

Eastern Manufacturing Company

General Sales Offices:

501 Fifth Avenue New York

Mills at Bangor and Lincoln, Maine

Only Selling the Candidate; Not Buying the Presidency

The Current Discussion of Political Funds Causes Advertising Men to Draw Some "Trade Conclusions"

CAN the Presidency of the United States be bought?

That seems to be the fashionable question of the moment as charges and counter-charges fly back and forth between the opposing political camps whence comes the clink of dollars now being piled up to finance the big fall offensives.

Every shade of answer has been made except the one which is pertinent to the actualities of the situation.

That is that the quadrennial election is not being looked at by either camp as a buying proposition, but as a gigantic selling proposition.

Recognize that fact if you are to make any intelligent comment on the relation of dollars to politics in the presidential campaigns.

—Or continue to steep your thoughts in the ancient hypocrisies.

To nine out of ten otherwise intelligent voters the mention of money in connection with politics must suggest purchase. To the tenth man, particularly if he is an advertising man or a salesman, it will mean sales effort.

—Which is what and which is all that is foreshadowed by the collection of campaign funds at the present time, however much opposing candidates may choose to cloud the facts in the opponent's case for the benefit of the home camp.

It *does* cost money to elect a candidate to the Presidency in these days, not to purchase voters for the candidate but to sell the candidate's character and ability to the voters. "Pym" of *The Nation's Business*, quoted in the July 10 issue of Advertising & Selling, estimated that at least $50,000,000—$15,000,000 on advertising alone—would be spent in the forthcoming political campaigns. If a candidate, or a candidate's promises and policies are going to mean anything to the voter on that fatal first Tuesday after the first Monday in November when the voter confronts his name on the ballot sheet, they must have reaped the benefit of a long preparatory selling campaign in which every available agency of publicity shall have been enlisted. That, inevitably and quite properly, costs money.

Inevitably and quite properly, that is how the money collected by the organizations, Republican and Democratic, is going to be spent this year. Both candidates know this and neither so underestimates the astuteness of his opponent as to believe for an instant that that opponent would dare to use a cent for purchase in these days of "pitiless publicity" in politics.

The "Open Road"

This does not sweep away all opportunity to criticize a candidate on the score of his party's financial program and is not meant to do so. There still remains the question of

Announcement

MR. STANLEY V. CIBSON

formerly Western Advertising Manager of Cosmopolitan Magazine, joins the Advertising Department of the

BUTTERICK QUARTERLIES

Mr. Gibson will have charge of the Butterick Quarterlies with headquarters in Chicago

BUTTERICK
Publisher

how the money is raised and what after-election obligations its accumulation imposed on the candidate.

We are not concerned with that. We are concerned, in the interest of clean advertising and good salesmanship, in seeing that sales effort —and not purchase—is given the credit for the benefit reaped from the possession of large funds by either candidate, and in stripping away the old, silly hypocrisies. We shall be interested, hereafter, in seeing whether either party gives opportunity for criticism by the wasteful use of its funds available for the purpose of advertising and selling the candidate. We shall rest in the faith that the best advertised candidate—the candidate whose personality and record lend themselves to the most effective advertising—will win. Writing in the July 10 issue of Advertising & Selling, George French said:

"There is a straight road for one of the candidates into the White House, the one who exhibits the courage of his convictions and makes the right kind of an advertising appeal to the people, through recognized advertising mediums, by proved advertising methods."

It is good for the country and for the institution of popular elections that the candidate should travel that road, that open road. If he pays toll on the way let us cheerfully admit the necessity.

Swetland Heads National Publishers

The National Publishers' Association at its first annual meeting held at the Waldorf Astoria, New York, last week elected H. M. Swetland, of the United Publishers Corporation, as its president.

R. J. Cuddihy, of the *Literary Digest*, was chosen first vice-president; P. S. Collins, Curtis Publishing Company, second vice-president; Frank C. Hoyt, the Outlook Company, secretary; and Roger W. Allen, Allen-Nugent Company, treasurer.

The following fourteen directors, to serve on the board with the officers, were elected: Arthur J. Baldwin, McGraw-Hill Co.; Thomas A. Barrett, Orange Judd Co.; Frederick L. Collins, *McClure's Magazine;* George E. Cook, Publishers' Service Bureau; Charles F. Jenkins, *Farm Journal;* Dr. H. Edwin Lewis, *American Medicine;* B. A. Mackinnon, *Pictorial Review;* A. D. Mayo, Crowell Publishing Co.; E. T. Meredith, *Successful Farming;* Joseph A. Moore, International Magazine Co.; Henry W. Newhall, *Modern Priscilla;* Graham Patterson, *Christian Herald;* A. C. Pearson, Class Journal Co., and M. C. Robbins, *Gas Age.*

Previous to the business meeting a luncheon was served to which a number of publishers, not members of the Association, were invited. There were present 180 publishers and invited guests; 177 publications were represented. The addresses of former Secretary of Commerce William C. Redfield, now chairman of the Advisory Council of the Commission appointed by Congress to investigate present and proposed Post Offices methods in handling mail; and of J. C. Koons, First Assistant Postmaster General, which followed the luncheon, are to be found in last week's issue of this magazine.

The report of the retiring president, George E. Cook, called attention to the things which the Association had accomplished and to the opportunities which lie ahead of it. He said in part:

"Although not quite a year old the National Publishers' Association is already the largest organization of magazine publishers in point of numbers, and has achieved more in its brief existence for the real benefit of the industry than has ever before been accomplished for the same expenditure of publisher's money, or in the same length of time at any price."

Mr. Cook called attention to the zone postal fight and the Carroll Bill and urged the necessity of being constantly "on the job."

A. C. Pearson told of the activities of the Postal Committee and B. A. Mackinnon, Chairman of the Business Relations Committee, related the success of the Carroll Bill fight, the work done in combatting the threatened raise in American Railway Express rates. The Express Company asked the Interstate Commerce Commission for permission not only to raise the rates, but classifications as well. This would, if successful, have meant an increase in charges to publishers of over 100 per cent and in some cases of over 150 per cent. The Interstate Commerce

A window display may be a chance happy thought, or a logically conceived idea growing out of the merchandise itself.

The former may sometimes be striking and clever, the latter always SELLS goods.

With a completely equipped lithograph plant, a carefully selected studio of artists and a capable merchandising and advertising staff, Einson Litho. Inc., has for years specialized in creating window displays and other lithographic material that SELL merchandise.

Our success and our capacity may both be measured by the scores of manufacturers who are to-day using "Einson" window displays and other lithographed dealer-helps with profit.

We shall be glad to discuss with you, in person or by mail, our experiences in securing dealer co-operation.

EINSON LITHO
INCORPORATED

Executive Offices and Art Studios
71 W. 23rd St., N. Y.

Factory & Plant
327 East 29th St.
New York, N. Y.

Chicago Offices
332 So. Michigan Ave.
Chicago, Ill.

Commission granted a raise in rates of 12½ per cent but no raise in the classification. Had the Express Company succeeded in getting what it asked for, the extra expense to the publishing industry would have amounted to many hundred thousand dollars annually.

Mr. Mackinnon reported the possibility of shipping magazines by fast baggage service. He also detailed the successful work of the Association, which cooperated with the Post Office officials, in cutting down the many recent delays in the delivery of Blue Tag mail.

A. J. Baldwin spoke for the Committee of Five, appointed last year to handle the Printers' and Pressman's strike, and William Green, of the Association of Employing Printers, explained the increase in printers' and pressmen's wages to take place on October 1st next. Mr. Green said:

"At the close of the strike last year it was agreed that there should be a readjustment of wages based upon the cost of living October 1, 1920, as determined by acknowledged authorities. As a matter of fact the settlement that was made last winter was based on an increase in cost of living over 1914 of 84 and some hundredths per cent. Since that time the cost of living has kept on climbing, the last report publishing it at around 104 per cent, making an increase practically of 20 per cent over what it was last winter. The settlement this fall will be a matter of mathematics and not a strike."

Thomas A. Barrett, retiring treasurer, showed that the Association has a balance of $5,489.75 with accounts receivable far in excess of accounts payable. Publication membership totaled 169, an increase of 54 since the last meeting.

The following standing committee were appointed by the Board of Directors: Administration, Finance, Postal, Membership, Editorial, Business Relations, and Publicity.

New Chicago Morning Paper

Chicago is to have a third morning newspaper, the *Journal of Commerce*, the first issue of which will appear Monday morning, October 11. It will be a business man's newspaper, published by Andrew M. Lawrence and will be quite similar to the *Journal of Commerce* of San Francisco, now published by Mr. Lawrence.

The business office of the new publication will be in the Temple Building, 108 South La Salle Street, and the plant and news department will be at 162 Austin Avenue. Glenn Griswold, western manager of Dow, Jones & Co. and the *Wall Street Journal*, will be business manager.

Photographers Interested in Advertising

The Photographers' Association of the Pacific Northwest, when it meets in Tacoma on September 15, 16 and 17, will take up the matter of advertising for its business. John Condon, president of the Tacoma Advertising Club, has been invited to address the association on the best methods of selling photographer's art to the people at large. The photographers realize that they are lagging behind some other lines in the matter of salesmanship and they intend to correct it. At least 300 photographers are expected to attend the convention.

Boy Wins Prize For Advertising Title



Out of 43,012 boys from all sections of the country, 14-year-old Lloyd Ryall of Crary, North Dakota, has been selected by a committee of competent judges as the star caption writer with the best ideas and the snappiest punch.

Ryall was awarded a first prize of $100 in gold in a contest recently held by the B. F. Goodrich Rubber Co. to obtain the best title for a bicycle painting by Norman Rockwell. His title, "Down Hill With a Grin—On Tires that Win," was considered by the judges as a remarkably exact expression of the spirit of the painting.

Some of the others which won prizes and honorable mention were: "Out for Mileage and Smileage," "Real Joy for a Real Boy," "A Mile of Smiles on a Tire Worth While," "Three Fast Friends," "Oh, Boy! What Joy!" "No Use Talking, This Beats Walking," and "Stunts and Fun All in One."

The judges who selected the contest winners were G. Ogden Ellis, editor of *American Boy*; T. J. Sullivan, editor of *Motorcycling and Bicycling*, and William F. Clarke, editor of *St. Nicholas*.

Advice About Trade With China

As the surest road to a permanent market in China, American Consul Ernest B. Price, at Foochow, suggests as the first step to be taken by American firms or combinations of firms intending to make a serious effort to enter the China market the appointment of a representative in Shanghai or the use of one of the firms now located in Shanghai as a distributing and marketing agent for the smaller ports, such as Foochow.

General Electric at Indianapolis

The National Lamp Works, of the General Electric Co., with main offices in New York, will build two factories at Indianapolis to manufacture incandescent and automobile lamps, it has been announced. The plants, which represent an investment of about $2,000,000, will have a capacity of 160,000,000 lamps a year.

Iowa Clubs to Convene

President C. A. Baumgart of the Associated Advertising Clubs of Iowa has selected September 22 and 23 for the state convention to be held in Des Moines.

T. W. Le Quatte, vice-president of the Associated Advertising Clubs of the World, representing Iowa, Nebraska and Kansas district has called a conference of the clubs in this district to be held in Des Moines, September 24.

The program of the Iowa State convention is being built around the relations between manufacturers, or general advertisers, retail merchants, or local advertisers, and the sellers of advertising of various kinds. It is expected that the programs of the two meetings will so merge with each other and supplement each other as to make the convention very practical for all.

H. Arthur Engleman With Arrow Co.

H. Arthur Engleman, for the past three years manager of the Advertisers' Service Department of the Philadelphia *Evening Bulletin*, has resigned to affiliate with the Arrow Company, also of Philadelphia, specializing in direct advertising. Before joining the *Bulletin*, Mr. Engleman was associated in this country with the McLain-Haddon-Simpers Co. and the *Public Ledger*, and in London, England, with Charles F. Higham, Ltd.

Chicago Agency Gets "Napier" Account

W. Mumford, of Plymouth, England, manufacturer of the "Napier" automobile, has selected the McCutcheon-Gerson Service of Chicago to handle a newspaper advertising campaign in the United States. All details of the campaign which will run in the larger cities will be handled by Wm. J. MacInnes. This is the third British advertiser to place American business through this agency.

Klaxon Sales Organization Changed

The Industrial and Wholesale Divisions of the Klaxon Company have been combined under the direction of R. L. Wilkinson who has been sales manager of the wholesale division for the past year, C. E. Vaughn, for three years service manager of the company, has been made assistant sales manager, but will continue his service work also.

Rowland Handles Show Advertising

The advertising and publicity of the Sixth National Exposition of Chemical Industries which opens in Grand Central Palace, New York, September 20, for a week's run, has been placed in the hands of E. F. Korbel and M. W. Colwell, of Rowland Advertising Agency, Inc.

Shuman Obtains Tractor Account

Shuman Advertising Company of Chicago has acquired the account of the U. S. Tractor & Machinery Company, Menasha, Wis. The campaign, as outlined, will include mostly farm journals and technical publications.

Machine Account for Scott & Scott

Scott & Scott, Inc., New York, has secured the account of the Muskegon Machine Co., Muskegon, Mich., manufacturers of wood working machines. Orders are being sent to trade papers representing all phases in which wood work is used.

Doorly Manages Three Papers

N. W. Doorly, for the past two years advertising manager of *Men's Wear* and the *Chicago Apparel Gazette*, has been appointed advertising manager for the *Daily News Record*, another Fairchild publication. Mr. Doorly will in the future manage the advertising of all three publications with L. L. Shenfield who has been appointed assistant advertising manager.

Gulden Mustard Account With E. T. Howard Co.

The advertising of Charles Gulden, Inc., New York, makers of Gulden's Mustard, is now being handled by the E. T. Howard Co., New York. A campaign is being started in the newspapers of several North Atlantic States.

Chain Store Sales Gain 42 Per Cent

American Stores Co. sales for July were $0,202,807 compared with $7,304,749 for the same period of 1919, an increase of $1,898,058 or 26.9 per cent. For the first seven months ended July 31, sales were $60,500,560 compared with $42,521,-805 for the corresponding period of 1919, an increase of $17,978,755 or over 42 per cent. Gross sales of the American Stores Co. for 1919 were $76,401,880.

Continental Candy Sales

Net sales of the Continental Candy Corporation for the six months ended June 30 were $2,205,106. Net profits before deducting Federal taxes, $443,902.

Singer Sales Head Dies

Walter Paul Elliot, sales manager for the Singer Sewing Machine Company, died in his Jersey City office last week of an attack of acute indigestion. Mr. Elliot was born in Brooklyn, forty-one years ago and lived in that borough at 1852 Sixty-sixth Street.

Buckley, Dement & Co. Adds Two

Tracy P. Duffield and Robert T. Herz has joined the service department of Buckley, Dement & Company, direct mail advertising, Chicago.

Mr. Duffield until recently was advertising manager for Weil Brothers, Chicago. Mr. Herz is president of the Madison, Wis., Advertising Club and formerly of the Janesville, Wis., *Gazette*.

California Papers Combined

C. A. King, publisher of the Amador *Ledger*, of Jackson, Calif., has bought the Amador *Record*, which has been published at Sutter Creek as a weekly for thirty years. The *Record* has been merged with the *Ledger*.

Morse Directs Cereal Advertising

F. Harvey Morse is now advertising manager of the National Oats Co., St. Louis. John L. Meyer formerly held this position. The advertising, which is placed through the D'Arcy Advertising Agency, is directed by G. D. Simonds, vice-president of the National Oats Co.

Business Papers' Convention Oct. 20-22

The annual convention of the Associated Business Papers, Inc., will be held this year in New York on October 20, 21 and 22. Conjointly with the meeting of the publishers the National Conference of Business Editors will hold their annual meeting. The annual banquet is scheduled for the night of October 21.

New Publications

Adler-Rochester "Rumpus"

The manufacturers of Adler-Rochester clothes in Rochester, N. Y., are now publishing for their employes the Adler-Rochester *Rumpus*.

"The Southwark"

A monthly house organ called the *Southwark*, is now being published by the Southwark National Bank of Philadelphia.

"Abrasive Industry"

On Oct. 1, the Penton Publishing Company of Cleveland plan to issue a new publication called *Abrasive Industry*, and devoted to the interests of work managers, superintendents, grinding room and tool room foremen and operators.

"The Compass"

The Compass, is the name of a new house magazine put out by the Vacuum Oil Co., New York. It is devoted to items of interest from the marine sales department.

Boston Agency Adds Two Men

Wood, Putnam & Wood Co., Boston, Mass., have added Philip Burbank, formerly with the Thomas Dreier Service, Boston, and Fred. J. Bonnett, formerly with the Butterick Publishing Co., New York, to its sales promotion department.

Mr. Bonnet was for a number of years with the Hearst organization and while in the service was a member of the A. E. F.'s official publication, the *Stars and Stripes*.



Running Ahead

THAT is what Paper did in a recent investigation; ran ahead of the rest of the field.

At our request "Advertising & Selling" sent out a questionnaire to the pulp and paper mills to find out just what publication in this industry was considered first by the mill men.

Of the five leading questions that had to do with production PAPER leads its next nearest competitor by 69 to 44 preferences, which is somewhat over 55%.

The results of this analysis of the trade papers covering the pulp and paper industry are of interest to every advertiser who sells this steadily growing market.

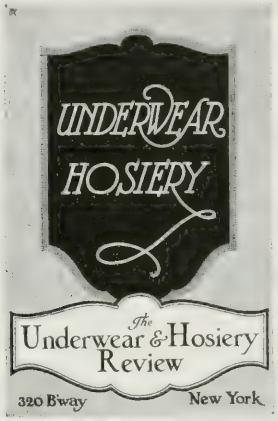
A copy cheerfully sent on request.

PAPER

The Production Journal of the Industry.

471 FOURTH AVE., NEW YORK CITY

ADVERTISING MEN! SEND FOR THIS BOOK OF 100 successful SALESLETTERS covering 100 different lines. No two alike. Written by expert. $1 postpaid. SALESLETTER BUREAU, 157 East 47th Street, New York.



Some Advertisers and agencies realize the need of
The Woman's Viewpoint
backed by a long experience in all branches of
ADVERTISING
Other Advertising *Yearns* for It

SERVICE COPY BOOKLETS
MINNA HALL SIMMONS
15 W. Thirty-eighth Street, New York City
Room 1205 Phone, Fitz Roy 5591 and 5546

Topeka Daily Capital
Sworn government report for 6 months ending Apr. 1, 1919 . . . . . **35,247**
Arthur Capper *Publisher*
TOPEKA, KANSAS
Member Audit Bureau of Circulations

We specialize in house to house distributing of
Advertising Literature and Advertising Samples
We solicit your account.
JAMES T. CASSIDY
206 No. Front St., PHILADELPHIA, PA.
Write for our paper "FACTS."

THE JEWELERS' CIRCULAR
New York, has for many years published more advertising than have the seven other jewelry journals combined.

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting. Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.
POSTAGE · 18 East 18th St., New York City

Joins "Farm Journal" in Chicago

C. G. Purnell, formerly with the John Branham Company, of Chicago and New York, has joined the western office of the *Farm Journal*.

Merritt on Republican Committee

Carroll B. Merritt, business manager of *Scribner's Magazine* and *Architecture*, who was one of the secretaries of the Republican National Convention at Chicago, has been appointed assistant chairman of the New Jersey Republican Committee by former Governor Edward C. Stokes, the State Chairman.

Increases New Orleans Staff

The New Orleans office of the Ferry-Hanly Advertising Company has recently added to its staff Alan R. Martin, who was formerly connected with the main office of this company in Kansas City.

Export Campaign for Hare's Motors

The general advertising department of Hare's Motors, Inc., is planning an aggressive foreign campaign, Vice-president Henry Lansdale said this week in announcing the foreign distribution policy of the company.

A division of export advertising has been organized, with William Carl Chapman as manager. Mr. Chapman comes direct from the Packard Motors Export Corporation, where he was advertising manager. In a previous connection he served as assistant advertising manager of the Packard Motor Car Co. of New York, at the time when E. S. Hare was president and C. B. Morse, now general advertising manager of Hare's Motors, was advertising manager.

Republicans Angling for Salesmen

The Republican National Committee claims great success in its efforts to round up America's 600,000 travelling salesmen for Harding and Coolidge and says that, according to Walter J. Fahy, in charge of the newly organized Travelling Men's Bureau, the influence that these men will bring to bear on American business between now and November will be of very material benefit to the front porch campaign at Marion.

Three special trains from New York, Boston and Chicago will carry travelling men to Marion on September 25. Individual groups from Columbus and other centrally located cities also will visit the Harding front porch to hear the Republican nominee deliver a business speech.

New A. A. C. of W. Vice-Presidents

H. H. Charles and Frank E. Lowenstein have been elected vice-presidents of the Associated Advertising Clubs of the World.

Mr. Charles, president of the Charles Advertising Service, and well known as an authority on agricultural advertising, succeeds Rowe Stewart in the direction of District No .2.

Mr. Lowenstein, who is vice-president and advertising manager of Norris, Inc., Atlanta, Ga., will take charge of District No. 4, succeeding Edgar M. Foster, who resigned because of pressure of business.

Strike Suspends Liverpool Papers

No morning papers appeared in Liverpool, England, August 30, for the first time in 112 years, and no evening papers for the first time in fifty years, as a consequence of a sudden strike of newspaper compositors there and in Manchester for more pay. For the first time in more than three-quarters of a century the Manchester *Guardian* failed to appear.

Australian Paper Now 5 Cents

The Daily Post of Sydney, Australia, on August 30, raised its price to five cents.

Fletcher Writes Willys-Overland Copy

Frank Irving Fletcher, it is announced, has been retained by the Willys-Overland Co. to prepare a series of newspaper advertisements. It is rumored that Mr. Fletcher is receiving the highest fee ever paid for work of this nature.

Good Signs for Foreign Business. .

W. L. Saunders, of Ingersoll-Rand Co., and president of American Manufacturers' Export Association, says decline in prices of commodities and decline in bank loans are hopeful signs for future industrial prosperity of United States and that readjustment now going on should encourage American manufacturers to lay plans for healthy growth of foreign business.

Newspaper Department Issues Book

A forty-eight page book containing a confidential digest of proceedings at the Indianapolis convention and the determined policies of the Newspaper Department of the Associated Advertising Clubs of the World has just been issued by that body. Advertising charts, and an analysis of answers to questionnaires filled in by all members of the department are special features of the book.

SALESMEN
Mr. Accountants
Mr. Bookkeepers

Are you contemplating a change from your daily routine work.
We are looking for red-blooded, hard hitting men.
Requirements are, personality, integrity and grit.

Our Line:
Loose Leaf Accounting Systems
Loose Leaf Ledgers
Loose Leaf Binders
Manifolding Systems
Ledger Sheets
Special Ruling

Do not hesitate to answer this. If you are now employed, it will pay you to make a change.

Philip Hano & Company
806 GREENWICH STREET
NEW YORK CITY

"GIBBONS KNOWS CANADA"
MONTREAL TORONTO WINNIPEG

Crop and Business Conditions Foretell Good Times

A strong belief in a gradual and natural readjustment of business conditions without financial disorder or any sudden economic calamity is expressed by the Committee on Statistics and Standards of the Chamber of Commerce of the United States, in its semi-annual bulletin on crop and general business conditions.

Tight money, unrest of labor, the loosened bonds in some phases of social life, the Russian-Poland War, the high cost of necessities are enumerated as disturbing business factors, but in the opinion of the committee there is no need to become panicky over any of these matters.

The committee finds a widespread feeling that business will probably continue good for the remainder of the year.

"Amid all the cross currents and eddies of the industrial situation a definite trend seems to be slowly developing toward a gradually increasing gain of supply upon demand and a somewhat lower level of prices," the committee reports. "In textiles and in some manufacturers of leather there has been a decrease in production and lower prices.

"Here and there mills have shut down. Here and there they are running on reduced time. It is a scattered and local matter rather than a general proposition. What will happen next is exciting much interest and many prophecies on both sides of the question.

"The automobile industry seems to be headed toward somewhat lessened output. Also the jewelry busines in New England is slowing down. Contrariwise, paper mills are busy and full of orders Equally is this true of the metal lines, especially in finished articles. The latter are very scarce and prices are still advancing with no immediate signs of a decline.

"There is much complaint of the inefficiency of labor and of its scarcity, though this latter feature grows less marked. Ship building displays lessened activity.

"Whether mining is busy and prosperous or the reverse, depends upon the nature of the metal. Gold mining still suffers from high cost of production and the stationary price of gold. Silver mining feels the effect of the decline in the price of silver. The price of zinc is low and the demand not equal to the possibilities of supply. Lead is higher because of increased demand. Copper is dull because of a supply not yet disposed of. Iron mining is good. Phosphate mines in the south are doing well after many lean years.

"Contraction in financial credits has put 'wildcatting' in the oil regions out of business which makes business there dull because supplies for drilling oil wells are no longer called for.

"Construction and building have slowed down, because of many things—such as high prices and scarcity of both labor and materials—practical withdrawal of credit accommodations on new constructions. Some essential materials of building are very scarce. Cement and wire nails for instance. Lumber can be had but cars for transportation of it cannot.

"Coal mining as usual has its flock of troubles—strikes and lack of cars being the principal ones. But they are enough. How the consumers and the business world regard the near future (the remainder of the year) seems to be largely a matter of local conditions.

"The promise now, and it is almost fulfilled, is for three billion bushels of corn, eight hundred million bushels of wheat, both winter and spring, and for a cotton yield of about twelve and a half million bales. Cotton, however, is not a safe reckoning as yet. There will be more oats than last year, and more tobacco, which is everywhere good—more potatoes—more rice, about the largest crop on record. More sugar, both cane and beet, and especially a hay crop of such proportions as should have a marked effect in reducing the cost of livestock, and of dairy and poultry products.

"The problems which now confront the farmer are what the future holds for him in the way of prices for his products and whether adequate transportation will be forthcoming to move harvest yields to market. Upon the solution of this latter problem hangs the volume of business in all agricultural sections, which means by far the greater part of the country.

"From every state and every section comes the complaint of the lack of cars as the greatest of all handicaps to the transaction of business, and one of the moving causes of the continuance of high prices.

"While ranges and pastures, save here and there, are generally in good shape, the live stock industry is not in a prosperous condition on the whole. The general statement is that the feed is much too high in proportion to the price of livestock. Especially the feeders (those who buy feed and do not raise it for their livestock) are operating at a loss.

"There is a general belief that there are fewer cattle and hogs in the country than at this time last year, but probably as many sheep. Experience has shown however that these estimates are necessarily not very dependable at times. In some census years they have been very far from the mark on the basis of taking census returns as the correct estimates.

"The poultry and dairy industries are steadily increasing in all sections, despite high prices of feed. In some sections farmers have largely ceased home dairy industry because of the great demand from large cities for whole milk, that is, milk from which the cream has not been separated. In nearly every part of the South the blooded cow of high degree and lengthy pedigree is a familiar sight where a generation ago was only to be found the solitary, tick-infested scrub."

Ralph H. Booth Touring East

Ralph H. Booth, president of the Booth Publishing Co., publishers of a string of daily newspapers in Michigan, is touring through the Eastern States, ostensibly on a vacation trip, but keeping an eye to newspaper activities the while.

American Ships Carry Bulk of Nation's Trade

More than 50 per cent of the foreign commerce of the United States is now being carried in vessels flying the American flag. For the first time in sixty years America is no longer dependent upon foreign shipping for the transportation of the great bulk of its exports and imports.

From the beginning of the Civil War to the outbreak of the recent one there was an unbroken decline in American shipping, until in 1914 less than 10 per cent of this country's trade was being carried in American vessels. In the last six years, therefore, the ground lost in more than half a century has been recovered, and the American merchant marine, instead of a tenth, now carries more than half of the nation's foreign commerce. The greater part of this gain has been made in the last two years.

Analysis of the tonnage figures of the Department of Commerce shows strikingly the extent of the growth of the carrying power of American shipping. These figures cover all entrances and clearances of ships at American ports. They indicate that for the fiscal year ended June 30 last American ships entered and cleared in the foreign trade aggregated 55,240,000 net tons. Vessels of all other nations combined totalled 53,252,000 tons, giving American shipping a lead of almost 2,000,000 tons.

How great the gain has been since the beginning of the war is instanced by the fact that instead of the lead of 2,000,000 tons shown for the year recently ended the total American shipping movement for the year ended June 30, 1914, was nearly 52,000,000 tons less than that of all the vessels under foreign flags engaged in trade with this country.

Tremendous Gain in Resources

The total resources of all national banks on June 30 this year aggregated $22,106,737,000, an increase of $1,397,187,000 over June 30, 1919. The total bank deposits on the same date amounted to $17,155,421,000, an increase over those of last year by $1,230,556,000. The deposits included $175,788,000 of Government funds, which is a reduction of $301,005,000 since June 30 of last year.

Building for Advertising Department

Pratt & Lambert, Inc., Buffalo, N. Y., has begun the erection of a four story building, having a floor area of approximately 20,000 square feet, for the housing of its advertising and printing departments.

Canada's July Trade with U. S.

Total of Canada's trade with the United States during July was $134,058,590. Imports from the United States were $37,663,684 and exports to the United States $46,685,915.

Exports of woodpulp to the United States from Canada totaled $7,101,803, pulpwood $1,545,966 and newsprint $5,271,303.

Exports of pulp newsprint and pulpwood from Canada to the United States are now running $13,000,000 a month.

Made Pacific Coast Director

Edward E. Gerlinger has been appointed Pacific Coast sales and advertising director of the White Hickory Motor Corporation, Atlanta, Ga.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

Features in this Number

September 4, 1920

Has Selling Power Gone Out of Style?——*Paul W. Kearney* 3
A former Associate Editor of Advertising & Selling suggests that we get the old merchandising message back into our advertising.

Toy Manufacturers Carry Campaign Forward——*Ralph Bevin Smith* 6
New plans of toy manufacturers of the U. S. A. to broaden and stabilize their market.

Can Safety Be Taught By Positive Appeal?——*K. H. Bronson* 8
The Square D. Company of Detroit supports use of the negative appeal to correct human carelessness.

The Public Be—Told——*L. D. White* 12
Swift & Co.'s view of the relation between a big corporation and the people.

The Basic Facts of the Farmer's Prosperity, *Charles Coolidge Parlin* 14
As the Manager of the Curtis Publishing Company's Division of Commercial Research sees them.

Introducing the New Representative——*Guy S. Hamilton* 19
How a "Proxy" was used to bring the new representative's personality before his customers.

What it Means to "Learn Exporting"——*George French* 23
The "School of Hard Knocks" provides many lessons for those who would enter foreign fields.

Sir Lomer Gouin——*E. Walter Osborne* 26
The New Editorial Director of *La Presse* of Montreal.

Feminine Fingers in the Agency Pie—— 30
The Misses A. J. and M. J. Lambkin are qualified to pull out plums.

This Club Gets Orders for its Members——*Arthur Davis* 32
The Quarter Club of Buffalo, through applied cooperation, enables office specialty men to exceed quotas.

Selling the Candidate; Not Buying the Presidency—— 34
An advertising man's comments on current developments of the political "selling" campaigns.

Calendar of Coming Events

September 14-16—Annual Convention, Outdoor Advertising Association, Cleveland, Ohio.

Sept. 20-25—Sixth National Exposition of Chemical Industries, Grand Central Palace, New York.

Sept. 20-30—Annual Convention Bakery and Confectionary International Association, Cincinnati, Ohio.

September 22-24—Annual convention, National Petroleum Association, Hotel Traymore, Atlantic City, N. J.

September 27-30—Annual Convention, National Association of Advertising Specialty Manufacturers, Hotel Sherman, Chicago.

October 6—Annual Convention National Association of Electrical Contractors and Dealers, Baltimore, Md.

October 11-13—Annual Convention National Association of Purchasing Agents, Chicago.

October 11-14—Annual Convention, National Association of Stationers and Manufacturers, St. Louis, Md.

October 11-16—Annual convention, American Association of Advertising Agencies, Chicago, Ill.

October 13-15—Annual Convention, National Implement and Vehicle Association, Atlantic City, N. J.

October 15—Annual convention, Audit Bureau of Circulations, Chicago, Ill.

October 18-22—Annual Convention, American Bankers' Association, Washington, D. C.

Develop Merchant Marine Urges Sisson

Further development of the American merchant marine and increased employment of it to export manufactured products instead of raw materials is urged by Francis H. Sisson, vice president of the Guaranty Trust Company, in a statement reviewing the foreign trade situation.

"Any question as to the importance and value of foreign trade to the United States has long since passed completely from the field of mere academic discussion," says Mr. Sisson. "This country is already one of the great traders in international markets and must of necessity remain a leader in this field unless we deliberately fail to protect our present strong position in it and neglect to seize the obvious opportunities which the existing world situation, our wealth, resources and vast facilities for production afford us.

"The importance to us of foreign markets for our manufactured products has been constantly growing. They were needed because of our exceptional development in the production of manufactured products in quantities far in excess of the domestic demand. They became important also because of our increasingly heavy demands for the import of materials to supply our own industries and to supplement our own resources of food and manufacture, imports, which it was, of course, desirable to pay for with exports rather than with gold. Today some of our very important industries are mainly or entirely dependent upon materials which we must buy abroad. The manufacture of automobile tires and other rubber goods, silks, hemp products, straw hats, brushes, leather and paints and varnishes might be mentioned.

"During recent decades great economic changes have taken place within the United States, and we no longer control the same large surplus of food products and raw material for export that used to be available. It is already evident that other resources, such as petroleum, cannot long continue to supply in full volume the demands of markets outside the United States. We shall, no doubt, also as time goes on, use more and more of our cotton, copper and other raw materials at home and must replace with other exports these products.

"The terms of the shipping bill recently passed by Congress commit us definitely to an aggressive policy in the use of our new fleet. And it is a source of gratification to note that American ships today carry the greater part of our ocean-borne foreign trade. We must further develop our merchant marine and see that it operates in private hands under sound laws, in order to facilitate the development of our overseas commerce and the maintenance of our national prosperity."

Canada's Trade Increases

Canada's trade with the world for the last four months of the Canadian fiscal year ended July 31 increased to $166,180,404 compared with 1919, according to Summary of Canadian Department of Customs. For the four-month period in the present year total value of goods exported and imported was $825,267,761, while in 1919 the total was $658,787,357.

Short Talks to Advertisers



NUMBER FOUR

Alignment

Cognitive ability in reading is largely dependent upon the object of perception;

—the eye has a natural habit of following a straight line; inaccuracy in the baseline of letters retards perception, distracts attention and thus interferes with thought assimilation.

On a composing machine which casts its product in *single letters*, the position of the type-face on its supporting body can be adjusted to the ten-thousandth of an inch and is invariable;

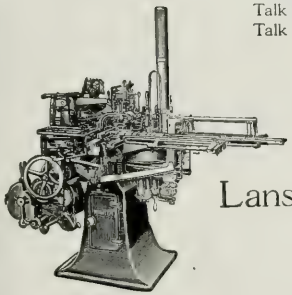
—an investigation of the mechanical limitations of other composing machines will show why this alignment is *not* invariable in their product.

Perfect alignment also adds to the beauty of a page—"Order is Nature's first law."

The "Monotype" is the only machine which casts its product in *single letters* and assembles it in lines with mathematical accuracy.

Ask for Monotype composition on your next job of printing.

Talk No. 1.—Getting Your Message Across
Talk No. 2.—Single Types
Talk No. 3.—"Motor Habits" in Reading
Talk No. 4.—Alignment
Talk No. 5.—The "Art" of Composing Type
Talk No. 6.—Ben Franklin and the Monotype



Lanston Monotype Machine Company

PHILADELPHIA

NEW YORK BOSTON
CHICAGO TORONTO

Monotype Company of California, SAN FRANCISCO

288

This Advertisement is set in Monotype Series No. 38, Borders 12-Point No. 256 and 6-Point No. 190, and Monotype Rule

If any previous number of this series failed to reach you, a postal will bring it



A ONE-ARMED GIRL

at a typewriter is about as effective as a one-sided advertising campaign.

The overhead for typewriter, desk, chair, officeroom, heat and light are just as much for a one-armed girl as for a girl with two good hands.

The overhead for factory and office and traveling expenses is just as much, if you only educate the city and town trade, as when you send your message to well-to-do farm families also.

When you add Successful Farming to your list of advertising mediums you increase the efficiency of every salesman and every dealer in the North Central States. Even the big city stores will benefit from the farm trade.

SUCCESSFUL FARMING

E. T. MEREDITH, Publisher
Des Moines, Iowa

T. W. LeQUATTE
Advertising Manager

Advertising & Selling

SEPTEMBER 11, 1920

Public Library,
Kansas City, Mo.

Public Library, Kansas City, Mo.



COLOR MONOPOLY

Color is used by advertisers to make their appeals distinctive. The more color there is in a publication the less distinctive is any one color ad.

Out of the hundreds of ads in the mammoth Chicago Sunday Tribune not more than three can be in color.

These three occupy dominating space in a section of practically universal appeal.

Four advertisers are now using color in The Chicago Tribune on alternate weeks. During 1921 eight more can be added as follows:

Four at $35,100 each *for 13 double page spreads in 4 colors in the "Blue Ribbon" fiction section of The Chicago Tribune.*

Four at $15,600 each *for 13 inside back covers in 2 colors in the "Blue Ribbon" fiction section of The Chicago Tribune.*

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Tribune Bldg., Chicago 512 Fifth Ave., New York
406 Haas Bldg., Los Angeles

Write for 1920 BOOK OF FACTS



"That Broadside Smashes Home"

"Gloves for hard work. Strength! The idea of strength is carried out clear through. Why, even the paper is strong. Not a sign of a crack where it is folded through the illustrations."

THE idea of emphasizing basic sales points in broadside advertising is increasing sales for thousands of advertisers. To portray strength, beauty, dignity or any other feature successfully, **paper** must be selected as carefully as copy and illustrations. Results prove this. Send for booklet "Paper as a Factor in Modern Merchandising," which explains.

Foldwell is peculiarly adapted to the "dominating idea" in broadsides. Its specially prepared surface and long-fibred strength can be used to your advantage. Foldwell coated Papers are made in Book, Cover and Writing.

CHICAGO PAPER CO., Manufacturers
830 S. WELLS STREET CHICAGO, ILL.

Nationally Distributed

FOLDWELL

COATED WRITING
COATED BOOK
COATED COVER



ADVERTISING & SELLING, SEPTEMBER 11, 1920

30th year. No. 12. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1870. Price, 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City

The Farm Market Consistently Prosperous

The American farmer will receive more cash for his 1920 crops, live stock and dairy products than he ever received before. In 1919 he received over 25 BILLIONS of dollars.

National financial distress, so deadly to industrial centres, has little or no effect upon the farmer.

In 1907, when the whole country was in the grip of a panic, the farmer was scarcely conscious of it—Why?

Because the sun shone and the rain fell, and his cattle and stocks continued to eat and grow.

The farmer's success depends upon the elements of the weather—and nothing else.

A big farm trade is absolutely assured up to 1922.

CONSISTENT advertising in the Standard Farm Papers pays big dividends, for farm trade is CONSISTENTLY sure; CONSISTENTLY free from risks.

The STANDARD GROUP of quality farm papers is the greatest sales force in all agricultural America, because it has shaped the thought of the leading farmers, and through them, the life of their communities.

THE STANDARD FARM PAPERS

Edited by men who know

Reach each week over 1,150,000 leading farm homes

The Wisconsin Agriculturist
Established 1877

Prairie Farmer, Chicago
Established 1841

Pennsylvania Farmer
Established 1880

The Breeder's Gazette
Established 1881

Wallaces' Farmer
Established 1895

The Ohio Farmer
Established 1848

The Farmer, St. Paul
Established 1882

Hoard's Dairyman
Established 1870

The Nebraska Farmer
Established 1859

The Progressive Farmer
Established 1886
Memphis, Dallas
Birmingham, Raleigh

The Michigan Farmer
Established 1843

Pacific Rural Press
Established 1870

Western Representatives
Standard Farm Papers, Inc.
Conway Building, Chicago

Eastern Representatives
Wallace C. Richardson, Inc.
381 Fourth Ave., New York City

All Standard Farm Papers are members of the A. B. C.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising — Established 1891
J. M. Hopkins, President; H. B. Williams, Vice President; William B. Curtis, Treasurer;
ADVERTISING & SELLING CO., Inc., 471 Fourth Avenue, New York, N. Y. Telephone, Madison Square 1765
M. F. Duhamel, Managing Editor; Ralph B. Smith, Associate Editor; George Roosevelt, News Editor.
30th Year | SEPTEMBER 11, 1920 | Number 12

What Advertising Has Done to Build World-wide Candy Mint Sales

The Head of "Life Savers" Gives Efficient Publicity Credit for One of America's Most Conspicuous Marketing Successes

By EDWARD J. NOBLE
President of the Mint Products Company, Inc., New York

THE Life Saver, "the Candy Mint with the Hole," is advertised without stint in all parts of the world today because we who stand back of this big, little product have learned that, leaving the quality of the product out of the discussion for the moment, efficient advertising forms the foundation of our success.

Having a product of unquestioned quality value we have never had to ask the impossible of our advertising. On the other hand, because we having always been well sold on the value of the right kind of advertising we have never asked the impossible of our product; have not asked it to sell itself.

Fortunately for our business, perhaps, those who have been responsible for its conduct from the beginning came to it with the advantage of long experience in direct advertising work. Consequently, when they began to take stock of the problems they must solve to achieve success they knew what emphasis must be placed on the advertising problem. They were luckily free from that blindness that so often goes with the enthusiasm that a manufacturer must feel in bringing to the market a new product of whose high service and selling qualities he is convinced. They did not waste time drawing for each other fanciful, optimistic pictures of long lines of dealers waiting at the factory doors with orders in their hands written in response to the bare announcement that the new product was on the market.

Always Sold On Good Advertising

THE world-wide distribution gained for "Life Savers," through "unstinted" advertising, came along with lower selling costs, immensely valuable good will and highly satisfactory profits.

National and international advertisers will find in the accompanying article by Edward J. Noble, President of the Mint Products Company, Inc., some of the big reasons underlying this success.

Of these reasons, it will be noted, the foremost are a "product of unquestioned quality" and "the right kind of advertising." But there are other considerations and Mr. Noble's article should impart valuable suggestions to many manufacturers, whether or not they are sold, as the writer is, on the worth of their publicity.—THE EDITOR.

Instead of this, as soon as we were assured that the mint candy was as good as it could be made, we set to work devising a merchandising plan that should be just as good as it could be made. With the fruits of our advertising experience still fresh to our minds we devoted considerable time to the dress of the package in which these "Life Savers," as we happily decided to name them, should go out to the world. We designed a label with a view to the utmost attractiveness and display value. We thought long and experimented repeatedly to evolve a compact display carton with cover and easel combined. We knew then, as we were able to prove later, that upon our sense of advertising values as related to the display of product—always combined with the quality of the product, of course—depended its attractiveness to the dealer who was brought into contact with it.

Then we proceed to our most important problem — bringing the dealer in contact with Life Savers. That meant Advertising.

I do not have to speak of the quality or quantity of our advertising. It is abroad in the world where he who runs may read it. It has certainly reached every runner who can read. It has done everything that we have asked of it and more than we expected.

REDUCING SELLING COSTS

The original selling cost of Life Savers, when we were just beginning our advertising, amounted to twenty-five per cent of the total production cost. That was in 1914. In 1919, when we came to check up on the results of our first five years of advertising we were able to announce that our annual sales total was thirty times as great as it had been in 1914, while our total sales and advertising costs for the year were less than the cost for the selling alone in the first year. It is not difficult to decide from these figures what percentage of credit must be given to advertising.

During the same period—although costs for labor and materials have increased from one hundred to four hundred per cent—although we are faced today by 22-cent sugar—because of the increase in sales volume and the decrease in sales costs



EDWARD J. NOBLE
President of the Mint Products Company, Inc.

due to advertising, we have been able to keep the price of a package of Life Savers down to six cents—only a cent above what it sold for in 1914.

So much for such tangible results from our advertising as greater sales and smaller costs. We have another asset on our books which we credit to advertising. It is called "good will" and it has a value in our estimation of not less than two million dollars, a sum considerably in excess of the total money we have expended for our advertising from the inception of our business down to today. As an outgrowth of the high regard in which we hold this intangible asset it has become our habit in examining advertising copy each year to look first at its power to increase our prestige and emphasize our dominance in the field and to consider only secondary its direct selling qualities.

GOOD WILL WORLD-WIDE

Our advertising has sought to make the consumer think of Life Savers when he thinks of mint candies and to think of high, unchangeable quality when he thinks of Life Savers. It has sought to win the confidence of the dealer. Not the least of its value to us has been its power to attract and hold salesmen. The service of advertising in this direction is not always sufficiently emphasized, although it should be a well known fact that salesmen prefer to sell an advertised, trademarked product to an unadvertised competitive product even when the trademarked product sells at an appreciably higher price, even when it gives him an appreciably lower commission. The national advertising, which the dealer has already seen, is his introduction. Probably it has already answered certain arguments that he would otherwise have to meet. It shortens the sales process. It enables him to cover a longer list of prospects in a day than he could otherwise see. If his commission on the nationally advertised product is lower, why he is quite as satisfied with "larger sales at smaller profits" as the manufacturer is.

Six years ago the combined sales of all brands of packaged mint tablets amounted to about $300,000 a year and the sale of mints was an insignificant item in the business of the candy retailer or wholesaler. Today, in our business alone there are, in normal times, nearly a thousand people employed and the sales of Life Savers runs up into millions of dollars annually.

Advertising has developed a demand for a clean, wholesome, refreshing candy. It has won for us the privilege of doing a large share toward satisfying that demand. It has created a new and important branch of the candy industry; for many other firms besides ours have profited by the market built up by such advertising. The result is an investment of millions of dollars in the mint business, the employment of thousands of people, and highly increased profits to hundreds of thousands of jobbers and retailers throughout the country.

Wabash R. R. Account With Western Agency.

The Wabash Railroad has placed its advertising appropriation with the Western Advertising Co., St. Louis. This agency in the future will handle all the railroad's advertising, with the exception of newspaper advertising placed in Chicago.

Southern Illinois to Advertise

To promote the interests of thirty-two counties in southern Illinois, the Southern Illinois Development Association has been formed. Bankers of the counties have underwritten the association for $75,000 for a period of three years, $25,000 a year, to be used for advertising purposes. The Illinois Central Railroad, through its president, C. H. Markjam and H. J. Schwietert, general development agent, has pledged support to the movement. The Chicago and Eastern Illinois Railroad and the press of southern Illinois have done likewise.

Package Advertising Claims a New Success —This Time in Motor Accessories Field

Policy of Featuring Container Lifts Leak-Proof Piston Rings From Dealer's Counter Bin to Place In the Sun On His Shelves

An Authorized Interview With
J. F. OBERWINDER
Vice President, D'Arcy Advertising Co.

By WARD GEDNEY

HISTORY has a habit of repeating itself in merchandising, or of reproducing in a new line of sales methods that have proven successful in older lines.

Do you remember the ancient cracker barrel that on the day before yesterday—so it seems—occupied a prominent position in front of the counter in the corner grocery store? It contained a broken jumble of somebody's crackers. You never knew whose they were; whom to give credit to if you liked them; whom to blame if they were unsatisfactory.

Yesterday, the ancient cracker barrel was replaced by an attractive shelf display of packaged crackers and you learned to buy crackers that were very plainly labelled as Somebody's, learned to think of the package when you thought of crackers, taught by Somebody's national advertising. What you really bought was not just crackers but a package of crackers. The distinction has become of immense significance to the manufacturer of crackers.

THE "CRACKERS" OF THE GARAGE

Yesterday, on the other hand, when you found that your automobile wasn't developing the power you thought you had a right to expect of it and took it to your favorite repair shop to find out what difference new piston rings would make, you were confronted by something analagous to the old cracker barrel. Your repair man dived into a bin somewhere and pulled out of a miscellaneous mass of piston rings of assorted sizes the number you required. They were somebody's piston rings: you didn't see whose. Consequently, you were unable to protect yourself against them next time, if they proved unsatisfactory; or to insure a repeat installation next time, if they stood up as well and as long as you expected them to. Even when you specified the brand of ring you wanted the chances are that you weren't present when they were installed and, if the dealer practiced a substitution, the manufacturer of the rings you wanted not only lost a sale but had to bear the burden of obloquy that some competitor's cheaper imitation had cast on the reputation of his product.

That's the problem the McQuay-Norris Manufacturing Company, of St. Louis, maker of "Leak-Proof" piston rings, ran up against in the yesterday of merchandising and which it is solving by advertising today.

Nearly all advertisements of piston rings—those important little metallic circlets that fit on the piston and ensure that no "gas" leaks past and no compression is lost—used to feature the ring itself. Now, all rings look a good deal alike. No artist or engraver can show the seventeen different manufacturing operations which make one ring better than another ring that is rushed through with three or four operations. It is impossible in a picture of a piston ring to visualize the reasons why a certain design will ensure good cylinder compression and another type of construction will fail. No halftone ever invented can picture the variance in the elasticity, uniformity and



wearing qualities of the metal from which piston rings are made.

PUTTING VALUE INTO THE PACKAGE

Like nails, or bolts, or any staple hardware, piston rings used to lie in the No-Man's-Land of the repair shop—in bins under counters—or down in dark cellars—or anywhere they happened to light. Sizes were all mixed up. A dealer never knew whether his stock was well-balanced or not. He usually had too many odd sizes—and not enough standard ones. Many of his rings were lost, damaged, or stolen. The packages they came in had no meaning. They were quickly ripped off and tossed into the discard.

Years ago the McQuay-Norris Manufacturing Company realized this condition. It stamped the Leak-Proof name on each ring. It sealed every ring in an individual parchment envelope. It packed a dozen rings of a size in a strong paper carton. But it was not until about a year ago that it discovered the one thing that was needed to weld all its merchandising plans together and to put Leak-Proof over the top of its dealers' counters. It decided to give the repair man a reason for keeping it on his shelves. It stopped illustrating the ring itself and concentrated all advertising effort on putting over the package.

Today, whatever the sales argument carried in the national advertising of the company, it is always illustrated by a large-size reproduction of the familiar Leak-Proof package as shown in the specimen of copy accompanying this article. There has been no change in the text policy—no shifting of emphasis in the selling points presented. There is no direct reference to the package in the text, but the picture of the package is always there, dominating the lay-out, carrying its own emphasis.

PACKAGE ALWAYS DISPLAYED NOW

Today, when a car owner goes to his supply dealer or repairman he can see the well known Leak-Proof package up on the shelf. It has been given a conspicuous place of honor because it has been made to mean something to the public. Leak-Proof's advertising has made the package a trademark for more motor power, and lower fuel and repair bills. Standing for ten years of successful, consistent, high-quality performance it has come to take on in the dealer's mind and in his customer's mind something of the nature of a hallmark certifying by its presence to the quality of all of the dealer's goods and services.

The Leak-Proof package on the dealer's shelf is minimizing the substitution evil. It is balancing the dealer's stock of sizes as his rings are always in plain sight. It is keeping them in first class condition and cutting down losses through theft or carelessness. And, in addition to all this, the advertising of the Leak-Proof package has resulted in repairmen carrying larger, better-balanced stocks of rings. It has also increased sales by bringing the car owner and the rings together in the dealer's store.

The sight of the familiar package on the shelf has suggested many a sale this year that might otherwise have been postponed or passed up entirely. In fact, the celebrated Uneeda Biscuit package itself did not revolutionize the selling of crackers to any greater extent than the Leak-Proof package is revolutionizing the selling of piston rings. It has taken Leak-Proof rings out of the bulk class. It has given car owners something definite to look for and remember. And it has given dealers a new pride in the product and a desire to display it.

MERCHANDISING THE ADVERTISING

The Leak-Proof package has been still further tied up to the dealer's store by furnishing him with a large cut-out—a life-size Leak-proof piston ring salesman standing behind a gigantic Leak-Proof package. Reproductions of each page of Leak-Proof advertising in the national magazines are also furnished to the dealer. They are printed on heavy cardboard and are suitable for window or counter display use.

Advertising success is made up of knowing what small details are important. Dramatizing the package doesn't sound like a very titanic thought. It hasn't the earmarks of that infernal cleverness that advertising men are supposed to possess.

How many other manufacturers are there, we wonder, who could tear out a page of Leak-Proof advertising profitably and, by applying the same kind of a package policy, take their product out of the counter bin's utter darkness and bring it up on to the sunshiney shelf of a greater success.

Play the Game

Business is the greatest game in the world. It is a game which men love to play, revel in the playing. It is a game that builds great industries and develops gigantic enterprises. But best of all, it builds men. The steady, eternally vigilant, intense fighting, with every ounce that's in you, every minute of play, is what wins in the great game of business, says the *Manco Record*.

There is another game—a game within a game—which puts the pep and the zest into the great world-game of business. This is the game of selling, where men match all their skill and shrewdness of wits in the battle for the pennant of Success.

There are no set rules for playing the selling game. All the books that have been written about it may be summed up and boiled down into one word—Confidence. Confidence in the goods you sell and in the house that stands behind the goods. But most of all, confidence in yourself.

Dry Goods Company Advertises Good Times

Using good-sized space in newspapers, the Ely & Walker Dry Goods Co., large St. Louis concern, is advertising "good times." The following is in part an advertisement headed: "Business is Good—Business is going to be good—Good business goes where good goods are."

"Dry goods sales this fall will turn over more American dollars than ever before in the history of the United States of America.

"But business won't be good with a merchant who is frightened to death that some unheard of thing is going to happen and prepares for a poor business, for he'll get what is coming to him; anyone looking for trouble will always find it.

"The merchant that has vision cannot help seeing the marvelous buying ability of the people—both from the products of the soil at record prices and wages never even dreamed of before, with more good jobs than there are men and women to fill.

"The calamity howler will miss a golden opportunity, while the man of sound wind and nerve will "get the bacon." Don't let the chronic bears and pessimists influence you. Be a man and a merchant.

"Grasp the facts as they are. Take the bull by the horns; prepare with the best assorted stock of goods you have ever owned, as the merchant who has the merchandise this fall when the consumer wants to buy is sure to "make a killing."

"If you agree with us that this big prosperous country of ours is not going to the Demnetion Bow Wows, back up your judgment; go to market early (transportation is slow); buy your goods; get them home, mark them at a reasonable profit and you'll be "raking in the shekels" while the chicken-hearted merchant is scrambling all over everywhere and paying expressage on indifferent merchandise to meet the demand he failed to prepare for."

Publisher's Estate $1,215,536.

The estate of Henry L. Einstein, who sold the New York *Press* to Frank A Munsey, and who died February 28, 1918, has been appraised at $1,215,536.

Advertising Cooperation Between Competitors

Pointing the Way to a Method That Educates the Public at the Expense of All Who Will Benefit by Sales Stimulus

By F. W. WILSON

Advertising Division, E. I. Du Pont de Nemours Powder Co., Wilmington, Del.

SOUNDS foolish, doesn't it? Suggests a desire or intended attempt to beat the Sherman and Clayton Acts. However, nothing of the sort is contemplated.

A great deal of the advertising being done by manufacturers of the majority of advertised commodities is general in character, designed to create a public interest in or desire for the thing advertised, or rather for an article of the class or type advertised. As a rule, any competitor manufacturing a similar article will gain as much advantage from the advertisement as will the advertiser paying for it.

For an example, take paints and varnishes. Note the shabby buildings and structures of all kinds, wherever one goes, the wood and metal parts deteriorating and disintegrating because of the absence of paint protection.

The problem of the paint manufacturer is not so much to have his particular product used as it is to have the consumption of paint generally increased; in other words, to induce property owners to renew painted surfaces as often as they should to save themselves from losses.

Every paint manufacturer in the United States could not only sell the extreme capacity of his plant, running double shift, but would have to increase his manufacturing capacity, if as much paint were used in this country as should be used.

PUBLIC EDUCATION NEEDED

Paint men know it is their chief problem to convince property owners of this fundamental fact: That it costs them more money not to keep their exposed wood and metal surfaces painted (due to losses from deterioration and repairs necessitated by disintegration) than it would cost to have them painted. Once this logic is driven home in the minds of property owners (if it ever is), paint manufacturers can then turn their attention to the individual problem—that of popularizing their own brands.

The advertising campaign now running in the magazines, financed by a combination of paint manufacturers' associations, proves that the paint men, at least, are alive to the facts and conditions above stated.

But why shouldn't the idea be extended and applied to all industries similarly situated? It could be with great profit to all concerned.

Let manufacturers' associations combine to finance advertising campaigns intended to promote the increased use of the product generally; then let each individual manufacturer fill his own advertising space with reasons why his particular product should be bought in preference to the brands of competitors.

The cost of these combination campaigns should be apportioned according to the capacity and sales of the various manufacturers participating. For instance, one controlling 30 per cent of the trade in his line should pay 30 per cent of cost of the general promotive advertising; one controlling 2 per cent of the trade, 2 per cent of the cost of this joint advertising.

SOME WHO MAY PARTICIPATE

This idea is applicable to hundreds of industries. For instance, motor trucks, washing machines, vacuum cleaners, phonographs, tractors, incubators, road building materials, cheese, cream separators, paints and varnishes, "cleanable" collars, tooth cleansers, stump pullers, dynamite for land clearing, sprayers, insecticides, gas engines, cement, bicycles, and hundreds of other things that could be named.

Tragedies!

A man struck a match to see if the gasoline tank to his auto was empty. It wasn't.

A man patted a strange bull dog on the head to see if the critter was affectionate. It wasn't.

A man speeded up to see if he could beat the train to the crossing. He couldn't.

A man touched a trolley wire to see if it was charged. It was.

A man cut out his advertising to see if he could save money. He didn't. — *Record, Covington, Okla.*

Why are automobiles omitted? Because advertisng is not particularly necessary to make anybody desire a car. Everybody seems to want one anyhow, and it's merely a question of having or not having the price. The automobile manufacturer is fortunate in being able to devote his advertising to the popularizing of his own particular make of machine.

Dynamite for land clearing is one of the commodities named as lending itself to combination advertising. For eight or ten years, an extensive advertising campaign has been waged to increase the use of dynamite for this purpose. The main problem is to get owners of raw land to clear it; the dynamite sales will follow in natural sequence.

HOW POWDER MAKERS MAY PARTICIPATE

Six or seven powder manufacturers make most of the dynamite used in this country. The expense of the land clearing campaign has been borne almost entirely by three of the companies; the other three or four holding aloof from the promotion work, but, as statistics prove, benefiting approximately as much in sales as the manufacturers that did the advertising. In one state, for example, where an intensive advertising campaign had been waged by a certain powder manufacturer, carload sales one year aggregated, forty, of which the advertising company sold twenty-one and a competitor that spent neither time, money, nor effort, nineteen cars.

This example is cited merely to show that most promotive advertising creates a demand for goods of the type advertised rather than for particular brands. Which manufacturer makes the sales resulting from it depend upon distribution factors. Of course, there are exceptions to this general rule.

Probably land owners who were induced to clear more land by the advertising campaign referred to may have asked for the particular brand of dynamite that was advertised, but if the dealer they went to had some other brand, they were apparently just as well satisfied with it.

A campaign of this kind obviously should be financed by all manufacturers in a position to benefit from the promotive effort.

Space in advertising mediums is expensive these days. Our fifty-cent dollars are frowned upon by the publisher. The logical program for advertisers, in the interests of economy and at little or no sacrifice of results, is in group advertising of general promotive features.

Instead of the twenty advertisers that may use a certain advertising medium taking twenty pages of space designed to increase consumption of the type of goods they manufacture, they could buy a page or double page spread in combination, in the magazine, and probably accomplish approximately the same result.

Then such of the individual manufacturers as desired to boost the virtues of their particular brands could use all their space for that purpose, leaving it to the joint advertisement to do the general promotive work for the industry as a whole.

The object of a campaign laid out as suggested would be, first, to create the utmost public demand for the type of article advertised, and, secondly, for each individual advertiser to get the highest possible proportion of the trade by the advertising for his particular product.

This plan would reduce advertising and consequently, selling expense, but conversely, should increase aggregate sales. It would concentrate the best advertising brains of the industry on the promotive problems to be presented jointly, at the same time giving the individual manufacturer possessing a superior sales and advertising organization or a commodity of superior merit, the greater proportion of trade to which he is justly entitled because of those advantages.

The carrying out of this program calls for a "get together" of representatives of allied industries to formulate the plans and apportion the expense. The paint men have led the way. Since they found it practicable, other industries should encounter no difficulties. Most industries have their associations or institutes through which the preliminary contact may be had. After that it is a mere matter of cooperation between advertising managers of cooperators.

Keeping Pace With Commercial Art

It Is a Mistake to Blame the Public for Craving Something New But a Greater One to Fail to Satisfy the Craving

IT is a mistake to blame the public because it craves—and encourages—"something new" all the while. This is really an Americanism. It explains why we advance so rapidly and why our commercial art in general is generations ahead of other countries.

In some quarters there is an antipathy toward what is sometimes referred to as "freak" illustrations, "stunts," and "queer techniques."

"Give me normal pictures in my advertising," a manufacturer will exclaim, waving impatiently aside the innovation that is submitted to him. "That stuff looks outlandish to me!"

In which contention he is justified as far as it goes. Events prove, however, that sooner or later he swings bravely around to modernity. Why attempt to combat it, in clothes, in architecture, in modes of living—or in advertising literature?

THE TREND TOWARD MODERNITY

We believe in sanity and in moderation, but we can see the problem through the bright eyes of the younger generation. Of course it wants "something new." Sweep the ocean back with a broom, if you please! Think in terms of Tomorrow rather than Yesterday. We can remember when it was rank advertising heresy even to suggest changing the pictorial character of a label that had been in use for many years. Executives of the old regime brought their fists down emphatically. No, sir! Nothing like that! Millions of dollars had been expended on those labels, familiarizing them to the people. They represented a business asset. They were sanctified, holy ground. It would even be irreverent to tamper with them.

Despite this, we are seeing many old lines of long-used labels discarded absolutely, and fresh, bright new ones substituted. This past year has been revolutionary in that respect. Never have so many stolid, obdurate, long-established brands gone to the lithographic dressmaker for spick and span new clothes.

A series of some forty or more labels for an old and famous canning house was originated recently. The house-cleaning in this case was exceptionally thorough. The idea was hotly contested at first, only to have the judgment of the younger officials prevail. "We *must* keep pace with the times and the mood of the day," it was argued. "Go out and look the field over; see our old labels on shelves that are colorful and attractive to a degree with the new order of things. Competition will put us out of the running if we do not follow popular demand. Our competitors are dressing their products in the latest prevailing styles, while our line still comes out in shabby bombazine and outlandish hoop skirt. There is no reason why merchandise should not change with the times in its physical appearance. Even the actual merchandise goes through a transformation. There are many new foods served in a new way. California has the heart and the soul of the idea!"

This interesting experiment has been made by numerous manufacturers: when the opposition of the old regime grew too strenuous, new lines and new brands have been put out. In some cases the article was identical with the one that had been marketed for many, many years. There was just one difference—a live label designer and package expert was allowed free rein. And the newcomers have outstripped the old lines in immediate sales.

It is just as necessary for advertising in all its forms to have a certain

Changing Styles

FREQUENT changes of advertising style, especially as concerns art effects, are good for sales, according to this critic, who writes the accompanying article for "The Printing Art," a monthly publication devoted to printing and the allied arts, recognized as an authority.

This article is one of a series on the same subject, of which Advertising & Selling *reprinted the first instalment by permission of the author and "The Printing Art" a short while ago.*

In this number the writer warms up to his subject and sets forth some highly interesting advertising-art facts.

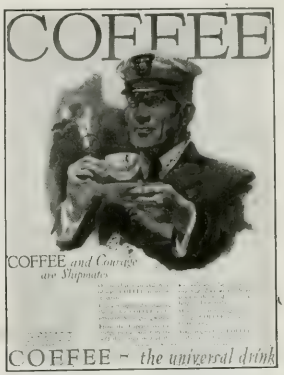
The Editor.



The pictorial work of Nettleton shoe advertising has been conspicuously good for at least a year. The message is told indirectly; that is, by showing fine old character studies of men's men. There is a novelty in the make-up of the pages as well



The Dodge Sales and Engineering Company has produced, in this half of a double spread, what many artists term "the finest piece of advertising art of the year." It shows what can be done when the advertiser of a prosaic product decides to humanize his campaign



It is only of recent years that Oberhardt, the illustrator, has condescended to draw for advertising. He brings a rare knowledge of character and good draftsmanship to the portrayal of unusual types. These are much needed in advertising just now, for there have been far too many conventional characterizations

amount of "style" as for the president of the company to have his clothes cut by a modern tailor. Labels are advertising. The cover design and illustrations of a booklet are all advertising. To be vogueish is to be thoroughly alive.

We once knew a Canadian printer who had a damaging hobby. He was a man past sixty, alert, keen, competent, but his one weakness was imitation woodcuts. And he used them on every possible occasion. As a consequence, not only did many of his jobs grow monotonously similar, but they reeked of the horsehair-trunk era and the ear-muff age. A brochure just off the press felt and looked and seemed as if it had been printed fifty years ago.

Atmosphere is an invaluable element in printing, but it can be overdone. Most of us find that the modern atmosphere is very much to our liking. Last year's art vogues begin to lose interest and are obviously passé. Quality, stability, integrity may be suggested in the spirit of *now*, quite as successfully as by drawing decorative borders at five hundred dollars each of the Louis XVI period.

"I find," remarked an ingenious printer friend of ours, "that a very safe working principle to follow in the preparation of advertising literature is to assume that this material will be read by people under thirty. The young folks want modern ideas, and the older ones like them, without making the admission. I attended a dance the other evening, and the floor was about evenly divided when the orchestra struck up jazz—couples past fifty were enjoying it hugely and doing it very well, although, if you had asked them in the quiet of their own homes, they would doubtless have remarked, 'Those new dances are perfectly awful!'

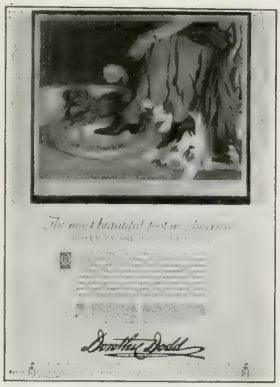
"It is tremendously easy to fall into a rut in the printing business. It's easy in *any* business, as a matter of fact. We have certain elements to play with—type and pictures and paper. Duplication of idea and the fundamental spirit of printing is a habit that can grow on us. Here is how I overcome that; I have one large room where modern printing exhibits are always on display. One-half of the wall space is given over to a showing of what *we* have done: the remaining space is for the pick of the best of printers everywhere.

FOR FREQUENT CHANGES

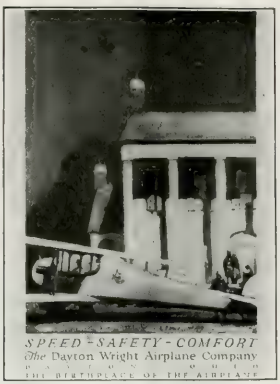
"It is equivalent to a cold mental shower bath to step in there occasionally, close the door, and look them all over. We of the plant can see, when fifty or more printing jobs are tacked up, if repetition is taking place. A printing job looks decidedly different when you see it in the cold, gray light of the morning after and when the enthusiasm of its earlier stages has quieted a trifle. There could be twice as much printing if there were twice as much interest in and study of 'style.' The manufacturers of ready-made clothing have proved this. Every season they put out new, modish patterns. And no matter how many suits of clothes a man may have, he decides to go in and buy 'just one more'—he has seen something displayed in a window that fired his imagination and won his fancy.

"Why not the same plan, shrewd as it is, in printing and in advertising? I will never forget the interview I had with a big western advertiser only last fall. He had recently issued a catalogue, and it was a mighty handsome book, too. But it was conventional. I happened in on him with a new catalogue I had just printed for another house. Everything about that book was *de luxe* and modern, from the paper to the illustrations. It had the *new* look on every page. The pictures were by an artist we had just discovered—a man whose technique was quite different from the general run.

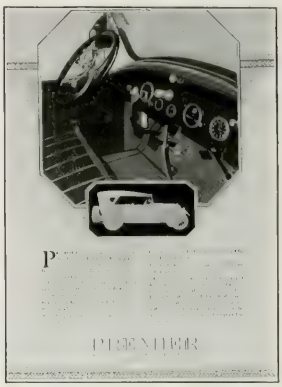
"And the president of the company, when he saw it, said, 'By George! That's wonderful. Can't we do something like that? That's new!' I outlined a second book, featuring a selected and expensive line, and the order was clinched in three hours. It's all a matter of keeping pace with the times. Show a man something new, something he recognizes is 'stylish,' and he will want to climb on the band wagon. He knows it's good business to do so."



One of a remarkable series posed and photographed by De Meyer, who specializes in super-photography of the ultra modern school. The product is glorified by environment. It shows that photography may possess the "painter's technique."



The airplane is coming into its own in an advertising way. This page strikes a new high level of artistic merit. Barclay painted it, and it is uncommercial to a degree, filled with romance and the spirit of adventure. It dignifies the subject beyond anything as yet attempted.



One of the finest examples of modern retouching of the year. This original, as it appeared in the magazines, printed with unusual sharpness and contrast. The judicious use of pure white, cut out of the plate, helped considerably. It may be considered the new tendency in retouching.

This much is certain and beyond all possible questioning: a daring, unconventional art technique can quickly, surely, unerringly place a new product on the market with minimum trouble, or boost the disintegrating interest in an old one. It has been proved time and time again.

As we have said, technique, both in pictures and text, is well-nigh indispensable, because of the ever increasing volume of advertising. The printed appeal depends upon its character for strength. Public speakers who win the largest audiences have "something different" to tell, and a different way of telling it. Advertisements are not unlike human beings; some are merely "folks," while others, because of their inherent magnetism, attract us, hold us, win our sympathy and our attention and our respect.

If those who build advertising would only say to themselves when at the beginning of a task, "I am fashioning a person, rather than an advertisement. I will put into it all the gracious, winning qualities that prove efficient in men and women."

ADVERTISING A LIVING FORCE

Think of advertising as a thing which *lives*.

Type can really talk. Pictures can vibrate with genuine life.

The question is often asked: "But how are we to know the latest art fads and fancies? How can we arrange for them in advance? Only when they are running can we put our finger on them. The best we can do is to wait and see who leads off with an idea or a technique, and then trail on behind. A fad is a fad. You do not originate it; you become a party to it."

This, of course, is the lazy man's method of reasoning.

Every technique and every idea and fad and vogue must have its very first beginning and its accredited originator. And to that man or that account goes the first real, worthwhile credit. What happens afterward is borrowed plumage.

While there have been many imitators of the original Lux type of illustration, you *think of Lux* unconsciously when you see these imitations. They are mere tributes to the first showing.

Considerable pride is involved when an advertiser, a printer, or an agency or art organization "hits upon" a new thought for the embellishment of an account. Credit for it is established. "So-and-So first used that idea," goes from desk to desk. The truth is never long concealed nor the credit withheld.

Certain advertisers and certain printers who produce advertising matter boast of individuality and originality. They create rather than copy. And they make a business of it. There are campaigns, in which an unusual art display is a leading feature, that switch suddenly to something new the moment their own ideas are copied or adapted and become too general.

And, however great the trouble and responsibility, they repeat this performance season after season blazing trails for the little Tommy Copy-Cats, who are less resourceful and whose scruples are scented with old lavender.

But how do the leaders arrive at their results?

The methods are manifold. Perhaps the most popular is to keep a sharp eye on the open market for artists of original techniques. It may mean a new man who is just a beginner, fresh from some art institute or a seasoned illustrator who has never, up to now, been tempted to do commercial designing. The lists of both are long.

Every artist has his own personal individuality of artistic expression. Some develop it to a more marked degree, and these are the men who work well in advertising harness. The moment a new name flashes across the sky, an effort is made to tie him up with a contract. The clothing manufacturer, who experiences many trials in illustrating his stylebooks and magazines and newspaper production cleverly, is not averse to the paying out of large sums in this direction and to bidding for the temporarily exclusive use of output over a certain period. Advertising agencies use a similar method, where certain accounts justify the expense—and it's apt to be heavy.

REINFORCED ADVERTISING



HAT steel does for concrete in building construction, THE GLOBE does for advertisers in the prosecution of a successful campaign—by backing up, stiffening, and strengthening the proposition presented with THE GLOBE'S inherent Pulling Power.

The advertiser **controls** Circulation bought, Rate paid, Space used, Copy run.

THE GLOBE **contributes** Reader Confidence and Esteem, which it has created; Strength and Popularity as a Home-and-Family Newspaper, which it has developed; Concentration of Distribution, which it has cultivated; Readers of Purchasing Ability for a wide range of advertised Articles, which it has attracted; Service to Advertisers that has been highly appreciated and which it has generously rendered.

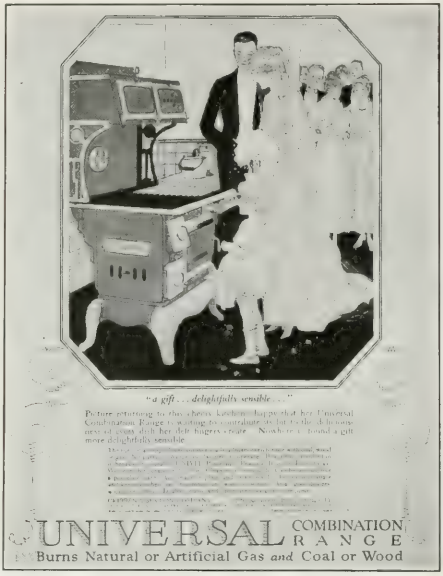
Not Globe Boasts, but Advertisers' Testimony

Member A. B. C.

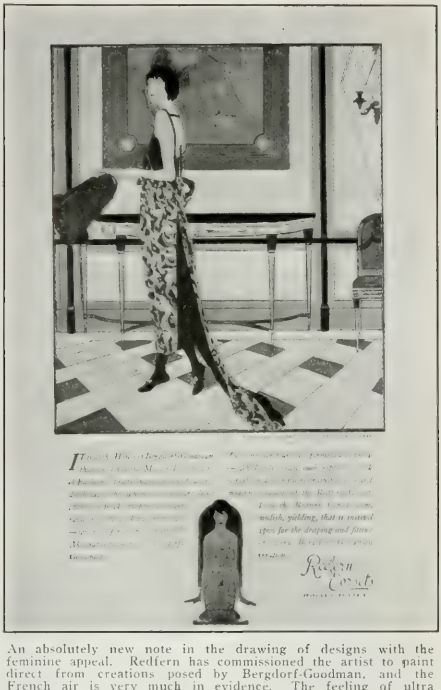
The Globe AND Commercial Advertiser.

170,000 A Day

JASON ROGERS, Publisher



Simplification of line and treatment in general is essential when two colors are used on the rather poor paper of the weekly magazines. The Universal series has been strikingly original and different; imitations of it have been rather weak and futile. And it's all accomplished with two or three flat tones. Watch the other fellows start adapting!



An absolutely new note in the drawing of designs with the feminine appeal. Redfern has commissioned the artist to paint direct from creations posed by Bergdorf-Goodman, and the French air is very much in evidence. The feeling of ultra quality is woven into the very fabric of the illustration. It was printed in full color in the magazines

By watching magazines, large and small, these geniuses of pen or brush can be "spotted." They are forever stepping into the arena with a technique that seems as new as anything can be in this or any other life. They may illustrate a fiction story, or they may go in for headings. They may even be "comic men," turning their art to the funny side of existence.

Art departments turning out many advertising illustrations in a year have special idea and visualization men, who keep steadfastly in mind the invention and development of new schemes, new techniques, new compositions, which, in themselves, make old material seem new. Accident occasionally enters into a given result, while necessity drives other advertisers to pictorial innovation.

There has been no more pronounced departure from the conventional than the new school of retouching—a subject worthy of mention here. It was not more than six years ago that the retouching of photograph meant the going over of every square inch of it, laboriously, with that fiendish pop-gun of the silver needle and the compressed-air tank. Out came a design, greasy with soft values and melting tones. They were all exactly alike, and all too perfect for any use. The retoucher of those days was entirely mechanical. He was more of a mechanic than an artist—and he gloried in it.

This was the man who made the "illustrations" of a photographic character for our catalogues, brochures, mailing folders, and direct-by-mail matter. He had about as much real artistry in him as a cinnamon bear. The manufacturer was fond of him because he never missed a nut or a bolt or a screw. He was exact, precise, infallible—a sort of human camera with lens eyes.

Then along came a new type of retoucher. He was first of all an artist, deep down in his soul, and a handler of the air-brush as a chance accessory. More than likely he did his retouching without the brush at all.

The old-line artist detested and reviled him. Catalogue makers did not quite understand his methods of procedure and the final results. For here, indeed, was "something new" in the worked-over photograph.

Subjects seemed to vibrate with life. Strange high lights were brought into play. Detail was never considered so important as artistic effect. A homely lathe or a cross-section view of an automobile became really quite beautiful and intriguing to the eye. Entire areas of mechanism fell away into shadow, while dazzling, whimsical, scintillant high lights blazed into the nearer perspective. A characteristic of the work was its uncanny power to make inanimate mechanisms and things take on a sort of "human interest" that had never been theirs before.

Explanations are not simple, but it may be said in passing that this new "retouching" was good because the men who did it were more concerned with values than with reproducing a mass of cogs and wheels. They actually blew some soul into cold steel.

Just as a master craftsman of still

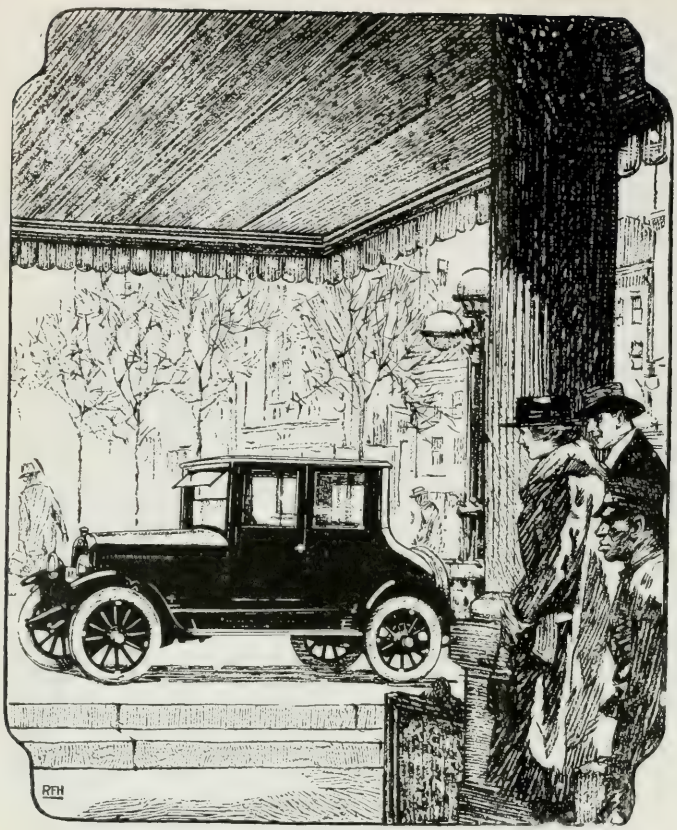
Collier's
THE NATIONAL WEEKLY
5¢ a copy



Lee Tires and Collier's

The Lee Tire & Rubber Company has chosen Collier's as the backbone of its 1920 national advertising campaign.

Read Collier's



On come the new art vogues in swift and spectacular succession. Briscoe advertisements are showing something distinctly new.

life can take an old jug, an apple, and a cabbage and paint them in oil so artfully that they are attractive enough to hang on one's wall at home, so the modern retoucher looks upon mechanical things as inherently interesting and even beautiful things if wisely handled.

Much detail is eliminated in this new art, and much in turn that was never really there is supplied. In fact, what is left out and what is supplied in the way of "atmosphere" i real inspiration back of the process.

The new school of retouching has been of the greatest assistance to makers of catalogues in which many half-tone reproductions of goods are necessary. Such illustrations can become extremely tedious, even to the eye of the man or the woman to whom they are addressed. "Trick" lighting, a simplification of small units, and work executed by artists rather than "retouchers" is the answer.

However, it is with the larger phases of commercial art and their relation to new contracts, safely held accounts, and liberal printing order that we have to deal in this series of stories. On come the new art vogues in swift and spectacular succession. That which was popular and in general use now will be fairly obsolete in six months. Is the public fickle? Well, vogues may not be of long duration, when our stylists give us something new to win our favor every little while.

They are the saving graces of modern advertising, because they sustain interest through hundreds of pages of it. They are the spice and the pinch of soda, they are the seasoners of booklet and of twelve-piece mailing series. They prevent us from being bored. They make us read advertising that might otherwise fail to attract. They stimulate, invigorate, inspire.

The advertiser who does not dress his message "stylishly" is like the woman who wears last year's hats and gowns. She may be pedigree clean through and through and a power in the community, but they say of her as she passes, "Poor thing, isn't she behind the times!"

When You Play the Selling Game

Watch the temperature of your feet, was the way one sales-manager put it to his salesmen. Don't get discouraged. Remember, it's just a part of the game for the shrewd buyer to throw a wet blanket on your enthusiasm to see how strong is your faith and confidence in your business. And the good salesman welcomes a chance to match his wits against the buyer's tactics. Believe in your own goods, and have faith in the house that is back of them. You don't have to knock your competitors. That's not faith. It's folly. Just stand your ground firmly, and sell your goods on their own merits. In order to do that you've got to know them thoroughly. Know them so well that you can anticipate your buyer's every possible objection to them, and come back at him with a good point that will be a body blow to his objection.

The retailer plays the game from a different angle. He wants to build up the greatest possible volume of trade, with the greatest possible profit to himself. He wants to sell more cigars than the man across the street is selling. He wants to be able to convince the customer who comes in to buy a cigar that he is getting not only the best cigar to be had for the price, but he wants to be able to tell him *why* it is the best cigar—and tell him convincingly. A woman convinced against her will is of the same opinion still, but a man convinced is a steady customer.

Everybody plays the great game of selling. Some play it as experts, some as amateurs. But every man is a salesman. He may be selling goods behind the counter, or "on the road"; he may call himself a banker, a lawyer, a doctor, an engineer, or a minister; but he is selling either his own or somebody else's services all the time, and the man who plays the game on the square is the man who brings home the pennant of Success in the big world series of business.—*Tobacco.*

New Marshall Field Book.

"Man and His Wardrobe" is the title of an attractive book about to be issued by Marshall Field & Co., giving a historical synopsis of men's apparel. A page is devoted to a sketch on each article of men's attire. Opposite is a photographic illustration showing how the modern article is purchased in the Store for Men, and below are pen-and-ink drawings depicting the attire of bygone days.

Charles W. Hatch Dead

Charles W. Hatch, former general sales manager of the Perfection Spring Co. and sales director of the Parish & Bingham Manufacturing Co., died recently in his forty-fifth year.

Making Business Paper Space Build Sales

How the Show-How Advertising of the McKiernan-Terry Drill Company Is Paying Its Way With Sales and Building International Good-Will

By A. L. McNAMARA
Assistant Business Manager, *Engineering News-Record*

THE giant blast that brings the whole side of a hill to its feet is a spectacular thing. The roar, the trembling of the ground under foot and the sight of tons of earth in the air cannot fail to leave a lasting impression upon the mind of every man who see it. But the real, steady eight-hours-a-day, keep-right-at-it work of the steam shovels and the trains of dump cars is what puts the new railroad through.

We hear a lot about million-dollar advertising campaigns, with their three-color, double-page spreads, and they certainly have their place in advertising. But back of the flash and roar and vibration of these big blasts are the steady "steam shovels," plugging faithfully away and filling car after car with inquiries. No fuss, no noise, but clearing, yard by yard, the right-of-way for sales and laying behind them the ties and rails of good-will.

Such a sound advertising plan has played a definite part in building sales for the McKiernan-Terry Drill Company, the makers of pile hammers, rock drills, ball bearing jacks and other mining and quarrying machinery. Steadily the company has increased its advertising space and steadily the sales have mounted, thanks to this advertising plan.

TO A TECHNICAL AUDIENCE

The company manufactures a double-acting pile hammer that makes a piece of piling behave like an elevator just after the operator has shouted "Down!" The outfit is steam driven and rests comfortably upon the top of a pile to be driven. When the steam is turned on the ram turns loose an unlimited series of quick, sharp blows that work wonders. And after the job is finished and the piling is ready to come out this "Doubl-Duty" hammer is turned around, a couple of bolts tightened up, and out comes the pile, ready to serve its purpose on another job.

The manufacturers knew all this years ago. But they wanted to tell the people who use hammers about it. Now people who drive piles in, excavate trenches, and pull piles out are contractors; and contractors, flocks of 'em, read the business publication devoted to their interests and the interests of civil engineers and the confraternity of construction authorities as a whole. So the McKiernan-Terry Drill Company very naturally talked to the contractors and construction men through that medium.

The initial effort was made years ago. During the twelve months ending with February, 1913, thirteen pages were used. This space was doubled during the year ending with February, 1917, and the company has increased its space steadily since that time. The schedule for 1920 provided for thirty-two pages.

Every advertisement has been keyed and inquiries have been checked very carefully. When a man writes in to say that he read the advertising of the Type "B" pile hammer and asks to be told more about it, his name and address are entered in the inquiry record book with the date. A catalog is sent at once, together with a letter answering all questions and suggesting definite ways in which McK-T products will help the interested contractor to solve his problems, indicating that the office force, like the McK-T hammer, is capable of "Doubl-Duty."

If the inquiry comes from a man in a territory covered by a company representative, the latter is notified and, of course, calls at the earliest opportunity.

When a sale results, an entry goes into the inquiry book in red, showing the date and the product purchased. A glance at the inquiry page for any given month shows how the advertising copy is pulling and the amount of red ink on that page shows *how it is paying.* And at the risk of arousing the ire of the treasurer of the company we must state that the red marks certainly decorate the page.

ADVERTISING THAT PULLS

Sometimes the results of the advertising are startling. A small company in Maine, for example, wrote in to say they had seen the advertising and that they were interested in hammers. Information was mailed and shortly afterward in came an order from the company in question. A man out in Michigan made a purchase in the same way. And from Doncaster, England, came an interesting inquiry, interesting not only because of the speed with which it was duly entered in the book, but because of the speed with which it was duly marked with red soon afterward.

Mr. Ackley, secretary of the McKiernan-Terry Drill Company, has very definite ideas concerning the success of its advertising.

"Perhaps pictures and constant change of copy have a lot to do with it," said Mr. Ackley. "We use pictures because we think they make the copy more interesting, and fresh copy is as necessary to good advertising as fresh air is to good health."

ILLUSTRATION WINS ATTENTION

Every McK-T advertisement has a picture. Some of the advertisements are largely illustrative, with just enough copy to tell the story.

Some very artistic results have been obtained. One page, in particular, cost the company money through its decorative value. A calendar manufacturer spied it, pasted it on a panel, attached a pad of January—February—Marches to it and sold the idea to the company.

By comparison, 1919 made the previous years look lean. During the year the company's advertising produced over two hundred and fifty live inquiries. By "live" it meant that a large number resulted in actual sales, and a number of others were closed later on. Though the company is adverse to stating the number of inquiries received during 1920, suffice it to say that expectations have been fully realized.

But while all these special cases are proving the pay-as-it-goes propensity of this technical journal publicity, there is being built issue by issue a line of good-will that is making contractors from Maine to Michigan, from Denver, Colorado, to Doncaster, England, say when pile hammers or rock drills or jacks are mentioned: "Yes, McKiernan-Terry make mighty good ones."

What Sort of Sales Letters Will the Dealer Read?

Any Sort May Serve If They Contain Ideas That Will Help Him to Buy at a Saving and Sell Readily At a Profit; Some Examples

By MAXWELL DROKE

MY FRIEND The Storekeeper looked up from his morning mail and observed that some folks must be mighty fond of wasting perfectly good paper and typewriter taps, judging by the way they bombarded the poor, helpless retail merchant with useless letters.

I flicked the ash from a used-to-be-a-nickel-now-seven-cents cigar and hitched my chair a bit closer in an attitude of interrogation. "Just what do you mean 'useless letters'?" I inquired.

"Why, letters that haven't any particular excuse for existence," replied The Storekeeper. "Such letters find their way to my desk as regularly as clock work. Often they ramble along for two or three pages, and I give you my word, you can't find a single idea between the 'Dear Sir' and the 'Yours truly.' Just a whole mess of meaningless language, hooked together with a lot of high-sounding adjectives.

"The way I figure it," continued My Friend The Storekeeper, "somebody in the manufacturer's office must say to Somebody Else, 'Do you know, we haven't gingered up our dealers in quite a spell. Business is sorta falling off. I reckon we had better do something about it. Suppose we get up a letter?'

"'All right,' says Somebody Else, 'you go ahead and fix it up.' And you can take it from me and carry it to whomever you please that usually it is fixed up all right.

"Take this one for example," said The Storekeeper, selecting a letter from the stack on his desk. "It's typical of the sort of stuff every dealer gets in his morning mail. Let me read you a few sample sentences.

Our big advertising campaign is now well under way in the national magazines, with a combined circulation of 12,362,921. Think of it! More than 12,000,000 readers for each of the compelling advertisements of the Whooperup Handy Tool Outfit. Link up with this tremendously effective publicity in your town. Make your store headquarters for the Whooperup Handy Tool Outfit. It will mean more and bigger sales than ever before. This is your opportunity. Grasp it!

"Now, all of that is mighty fine of course, but the big point is, just how are we going to link up with all of this highly heralded national advertising. What is the poor dealer to do? If he 'links up' with every suppliant, and makes his store 'headquarters' for every line he will surely have a busy time of it. If a manufacturer has no definite, concrete program for the retail merchant to carry out, it seems to me that he has no right to expect any very great degree of cooperation from the merchant.

"But don't jump to the conclusion that I'm down on advertising. I believe in it wholeheartedly. I sell nationally advertised articles. But I don't go hog-wild every time a manufacturer sends out a letter announcing that he has plunged on a series of quarter-page advertisements in the big magazines. If he has a plan, or an idea to help me link up with that copy and move his stock faster, right here on Main Street, in my own home town, then I'm for him.

WHAT THE DEALER DEMANDS

"Because I am in business to make money. There are just two ways in which a manufacturer can get my interest. One way is to tell me how to make money. The other is to tell me how to save it. And of the two, I think the saving is a little stronger. As Chauncey Depew once said, 'I wouldn't sit up all of one night to make a hundred dollars, but I would sit up for seven nights to keep from losing a hundred dollars.' Probably that's why this letter appeals to me so forcibly," reasoned The Storekeeper, as he handed me a missive from the Armstrong Paint & Varnish Works. "As you will see, it introduces a low-priced substitute for shellac. We use quite a bit of shellac in our repair department. Naturally, I am interested in any cheaper substitute which offers equally good results. Read the letter and I think you'll see why I accepted their trial offer."

Don't pay exhorbitant prices for shellac!

For many purposes CHILAC is superior and will almost entirely replace shellac.

It is a new departure in shellac substitute making—we don't believe there is anything like it on the market.

CHILAC has been approved by many leading furniture manufacturers after very rigid tests.

It dries free from tack in a few minutes and can be sanded in from two to five hours without "roping." It gives a better surface for varnishing as it has more body than shellac.

We are enclosing a piece of soft gum wood, one side of which has received a coat of CHILAC. Apply a coat of white shellac to the other side and when dry, compare the sanding of the two. Apply a coat of varnish to each, and when dry, note the lustre.

You will find that the varnish coat applied over CHILAC has a good full lustre as compared with the shellac. In other words, CHILAC has better filling qualities than shellac.

The low price of $1.25 per gallon in barrels, F. O. B. Chicago, makes it worthy of thorough investigation.

Sample 5 gallons at barrel price, sent on approval by prepaid freight, for test.

"Now, here's a series of letters that sold me on a new idea—that of buying easy chairs in a bargain assortment of five, instead of a single chair at a time. They are four-page illustrated letters, of course. The big picture of the chairs, and the clear descriptions helped a lot in closing the sale. But the letter copy was good too. You'll say so yourself when you've read it:

LETTERS THE DEALER READ

To the Dealer Who Wants to Cut Out the Guesswork in Buying:

A famous retail expert after investigating retail business conditions some years ago, made the statement that 60 per cent of the power and efficiency of the average store was used up in trying to dispose of overstocks and slow movers.

Think of it!

Only 40 per cent of your power to devote to the things the public want and are willing to pay for and on which

What Dealers Demand

THE accompanying article is written in response to numerous requests for definite and practical directions on real dealer letters—"letters," as one inquirer puts it, thus furnishing the headline—"that the dealer will read."

The storekeeper cited and quoted is a composite character—a group of very human dealers who were interviewed by the writer and who dug from their active files the letters furnished herein.

"Wind," one dealer said, "is fine when you're running a sailboat—but I am skipper of a store. If the people who sell me want me to help the goods along, and I don't know the line, I want some ideas to start me going."—THE EDITOR.

you can build prestige—and 60 per cent devoted to trying to force down the public's gullet the result of errors of buying judgement and the cut prices and the loss of profits and the education of the public to wait for price reductions that goes with it.

Here is where our assortment buying plan comes in. Every month we compile from our selling records the styles of Comfortstyle Easy Chairs which were re-ordered the oftenest during the month just past—the combined selling experiences of all of our dealers throughout the country.

That means that every assortment is an assortment of PROVED business pullers.

Why waste your time trying to move the results of poor guesses (and the best buyer that ever lived can only guess right a certain percentage of the time). The sum total of the selling experience of all of our dealers gives a result that removes the element of guessing.

Comfortstyle Easy Chairs afford a good margin of profit. They never go out of style and their solidity and honesty of construction insures a well pleased customer every time a sale is made.

To avoid delay, use the enclosed post card. It will bring you the assortment in a "jiffy."

A "HOW" LETTER ON PROFITS

To the Man Who is
Looking for Profits:

"Say, Mac, that's absolutely the best idea I've struck in a long time!"

So said one of our Indiana dealers who dropped into our office a few weeks ago. This fellow is made up of about 49 parts of good nature and 51 parts of shrewd business sense. His store is one of the livest places you ever dropped into and he makes money on a line—or else he doesn't handle it.

He was telling my friend McDermott how pleased he was with our Clune Guaranteed Seller Assortment plan.

"Why man," he went on, "that's just the thing I've been looking for. I don't believe you fully realize yourself what a big thing it is for us fellows. Now, look here. You know that right buying is just as necessary to making money as good selling—some places it's more necessary. If I can buy right, if I know that I'm getting stock that will turn quickly, I am going to make money—isn't that right?

"Now, you fellows here see over the whole country. You have buying records of hundreds of dealers. You've got dope here on the quick sellers that would take me years to get. I used to sit down and sweat over the catalogue and try to pick out stuff that sells. I had selling records, too—but they weren't comprehensive enough — they didn't cover a long enough period of time and I used to find it a difficult job to make out the order.

"And I never sold anything like the amount of stuff we're selling now. Why, my business on this line has doubled and then tripled. Look at your own books if you don't believe it.

"Since you started this assortment idea, all I do is order two or three assortments every month—whatever I need. And the chairs are moving fine. I guess my orders prove that!" And they do.

The assortment shown on the inside pages is upholstered in Perfecto, the Clune Guarantee Covering that looks and wears better than leather.

Tell us on the enclosed post card how many asortments and whether the runners should be finished in Golden Oak, Fumed Oak or Mahogany.

Don't forget that freights move slowly these days. You should order now for delivery this Fall.

Use the card—no other order is necessary.

HELPING HOLIDAY SALES

About Holiday Sales
and How to Make Them—

"She didn't buy anything!"

How often your clerks repeat that little tragedy of business! The time of your salespeople is valuable. It costs you real money when a prospective customer walks out of your store without making a purchase.

And why don't people buy?

Goods well bought are half sold. Take chairs, for instance. Suppose your customer wants to look at easy chairs for Christmas gifts. Show Clune Comfortstyle Easy Chairs. In these chairs you have exclusive features which you can actually demonstrate and prove. They mean something! Right at the start you have laid the foundation for a sale.

Why you yourself cannot resist the virtues of a Clune chair. Just turn the sheet and look at this month's assortment of winners, Clune Comfortstyle Easy Chairs picked especially for the holiday trade—chairs as easy to sell as they are to occupy.

Leads in Local Advertising for First Seven Months of 1920

During the first seven months of 1920, from January 1st to August 31st, The Louisville Herald carried a total of 2,688,237 agate lines of local display advertising.

This is a gain of 371,016 agate lines over the total local display advertising carried by The Louisville Herald during the corresponding period of 1919.

During the first seven months of 1920, the total local display advertising carried by The Louisville Herald exceeded that of the other Louisville morning paper by 154,917 agate lines.

During the first seven months of 1920, the total local display advertising gain of The Louisville Herald exceeded the gain of the other Louisville morning paper by 48,072 agate lines.

Local advertisers, who are on the ground, and who are able to check the pulling power of the various media from day to day, are surely the best judges of a paper's value.

Advertisers in the Louisville local field show, by the way in which they place their advertising, their preference for

The Louisville Herald

Kentucky's Greatest Newspaper

Eastern Representative: Kelly-Smith Co., Marbridge Bldg., New York
Western Representative: John Glass, Peoples Gas Bldg., Chicago
Pacific Coast Representative: R. J. Bidwell, San Francisco, Cal.
Southern Representative: Geo. M. Kohn, Candler Bldg., Atlanta

One of The Shaffer Group of Newspapers.

On the back page of this letter we tell you all about the special Clune steel springs with knotted tops that simply cannot push themselves up through the cover of the chair—and many other exclusive Clune construction features—good talking points for your trade, all of them.

When the early Christmas shopper comes, will you have Clune chairs to show and sell? Fill out the post card today—and assure your holiday specialties.

"And here is a letter which didn't sell me, but came dangerously near it," admitted The Storekeeper. "It is sent out by the Estey Organ Company to build prestige for the organ. We sell pianos, of course, but I have never stocked organs; thought they were sort of out of date; nobody buying them any more. But all I've got to say is that if these Estey folks keep after me with a few more sales letters as strong as this one, I'll be apt to 'flop over' almost any time:

LETTERS THAT CARRY CONVICTION

To the Progressive Music Dealer
Who Wants to Make Larger Profits:

A few weeks ago a music trade paper carried an editorial which should be of outstanding interest to every music dealer. Perhaps you read the item. But just to refresh your memory, we quote this excerpt:

"The time is ripe for an all-around music store—a store which can supply every kind of a musical instrument. Keen business men strive to make invested capital work as effectively as possible. This object can best be achieved in the music trade by being able to meet the customer's every wish, whether for a piano or a harmonica, without having to refer him to a competitor's store."

Frankly, we consider that a logical summing up of the situation. After all, why should you give up your profits on harmonicas, just because there happens to be a good demand for string instruments? Or, following the same line of reason, why neglect your organ business, just because there are people who want to buy pianos? In other words, isn't it better to get all of the good business? That is the complete music house idea.

And it is working out mighty well. For example, a month or so ago, Grinnell Brothers of Detroit devoted one show window to the display of an Estey organ. Within two or three days they sold a similar instrument, and by the end of the week they had three more live prospects. All as a direct result of this one display. In writing us of their experience, this great million dollar corporation said, "Such displays show the passerby that we are in a position to serve them with other musical merchandise, outside of pianos and small instruments."

If there is organ business to be had in Detroit, there is organ business in your town. All that's needed is a little effort and energy to develop the orders. The Century Dictionary says that the organ is the noblest of musical instruments. And there are a whole lot of folks who feel exactly the same way about it. Just consider the homes right in your community where an organ rightly belongs. The list will surprise you. And then there are schools, churches and lodges—all good prospects for an organ. Don't let this big, worthwhile business get away from you.

Send today for the Estey Book of Organs, listing the beautiful new modern designs, as well as the old favorites. And let us tell you how to go after the organ business in your town.

Just mail the post card.

When I had read the last of the letters which My Friend The Storekeeper presented for my perusal, I decided to venture a direct question. "I have often wondered," I said, "exactly what sort of letters a retailer really likes to receive. Will you tell me, in a dozen words or so, exactly what you want in a sales letter?"

"Take back eleven of that quota," said The Storekeeper smiling, "I can tell you in just one word—ideas!"

Advertising the Products of the Shelton Looms

Coordination of Fabric Manufacturer With the Fashion Creator, the Buyer and Madam, The Public, by a Fashion Show

By MINNA HALL SIMMONS

WHEN lovely lady is captivated by a velvet dinner gown or furlike cloth wrap, captivated to the point of purchcasing, little does she dream, if the particular creation happens to be fashioned of one of the many woven furs of Sidney Blumenthal & Co., Inc., what intense effort, care and thought have gone into the planning and presentation of that particular model.

An interview with Frederick H. Agan, advertising manager of Sidney Blumenthal & Co., Inc., the Shelton Looms, disclosed the fact that some advertising managers' lives are made up of more than agate lines, copy O.K.'s and appropriations. Mr. Agan has entire charge of the annual fashion show of this concern.

In addition to supervising all of the publicity, photographing of models, invitations to the press, etc., he works with the fashion creators, dress and hat manufacturers and others in the arrangement of every detail for this five-day event. The choice of the correct fan, parasol or handbag is left to the judgment of Mr. Agan. In my talk with him I discovered his hobby to be photography, in which he achieves the most artistic results. This, no doubt, explains why a "mere man" advertising manager is so able to properly stage a fashion show that has grown to be a national institution.

AN ALL-AMERICAN EFFORT

One of the distinct departures of this year's show was the presentation of creations designed only by American houses. Formerly, the designs of the leading couturiers of Paris as well as of this country, were shown, the creative genius of Jenny, Avidie, Bernard and other similar houses of that class being featured. This year, however, the fashions displayed were truly American.

Advance announcements issued for the dress rehearsal gave the various trade paper representatives and members of the press an opportunity for an early view. Photographs of the prize winning garments were available on that day.

To quote Mr. Agan, the idea of this fashion show, from its inception, was "to give the manufacturers using the woven furs, plushes and velvets made by The Shelton Looms a chance to compete for prizes." The objects of it are:

To show the value of proper coopera-American design, made from textiles of American manufacture.

To show the value of proper co-operation between the textile manufacturer, the garment manufacturer, and the buyers of the ready-to-wear garments.

To demonstrate to American women, who are the ultimate purchasers, the style, merit and genuine value of garments made in America.

One of the reasons for deciding to show only gowns of American design and style was the recognition from past experience, of how truly distinctive and sp'endid are the

American created fashions. As explained to me by one of the officials of The Shelton Looms, French designed fashions are created primarily for French types. The general contour, walk and ensemble of the American woman is so different that these foreign designs must necessarily be modified and adapted to her makeup. That is why the American creations so truly grace the American woman, and it is an important selling point.

Mr. Agan said: "The better class of American manufacturers evidence much interest in the show. They are the people who make it. While some manufacturers do not recognize the wonderful possibilities offered them to demonstrate their wares to a select audience of buyers and high-class retailers, others grasp it immediately. They not only give every effort to the designing of garments that can be shown here, but they do not offer them to the trade beforehand."

One instance of the reaction from this show is cited by a manufacturer who exhibited in 1919, a very plain coat—extremely well cut. This man was unable, during the season, to fill the orders he received from the display of this model, which ought to demonstrate rather clearly the value of an exposition of almost any kind of wares as an aid to advertising and selling the goods.

The committee judging the prize-winning models, is composed of twelve or fourteen prominent buyers of leading department stores and fashion editors of the leading United States magazines and trade papers. Each year they select a garment in each of eleven classes, divided to represent each "family" of fabrics manufactured by the house. One of the advertising values of a prize winning model is explained in the following paragraph:

Each of the classes have been given a distinctive name, and the garment which wins the Blue Ribbon in its class, may therefore be called by that name. It is obvious that the advertising and publicity given to The Shelton Looms Fashion Show contest will create a season's value for the name given to the winning garment.

Conditions governing entries in the various classes prescribe that the garment shall be made from The Shelton Looms' fabric specified, shall be conservative enough to be saleable at an attractive figure, and in some cases it may be made from any of the fabrics sold to the trade within a certain price.

Only concerns that previously purchased their products have the privilege of exhibiting. No exhibitor can enter more than one exhibit in any one class, nor show in more than two classes.

The entire exhibition and publicity cost each year is borne by The Shelton Looms. There is no admission fee. The audience is limited to admission by ticket and is made up of exhibiting manufacturers, retailers and buyers, many of the latter coming from far distant points in Canada, as well as the U. S. A. The audience usually numbers about three thousand. While the first fashion show ran for two days, it has grown until this year a five days' exhibit was held.

BIG AID TO SALESMEN

Mr. Agan said that salesmen of The Shelton Looms are most friendly to the fashion show, as they fully realize the strong influence it has on buyers and the missionary work it does for the sales force of about fifteen men, paving the way for many sales that would ordinarily require much longer to close. The selling force also is helped by the national and trade paper advertising featuring this annual event. The announcements in United States and Canadian trade papers began to appear about ten weeks prior to the fashion show. For reaching the final buyer through the retailer, magazine advertising is used to make known the products.

The fashion show undoubtedly acts

(*Continued on page 23*)

*Items for the Socratic space-buyer's notebook**



If you cannot see beyond a thing, you cannot see the thing itself

If you cannot see beyond a magazine, beyond its physical appearance, its format, its color and size—

If you cannot see beyond these things to its contributors, to its Ben Ames Williams, its Arnold Bennett, its Louis Joseph Vance, its Sir Gilbert Parker—

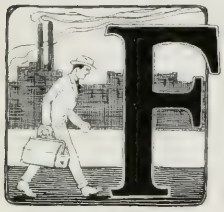
And then, if you cannot see beyond these contributors to the readers they attract; living men and women who **do** things, who are figures of importance and energy in their communities, who are surrounded by growing families, who think things, who influence, who **buy**—

If you cannot see these things and understand what they mean, then you cannot see a magazine itself.

MUNSEY'S

* *It is said of Socrates that his reason was stronger than his instinct*

Putting Pulling Power



FOR the third time since January an ELECTRICAL WORLD editor is travelling from New York to California in active co-operation with the National Electric Light Association. Three other ELECTRICAL WORLD editors have made the trip from the Atlantic to the Pacific in the same period, scouring up and down the states between for facts and figures of essential importance to electrical engineering and commercial interests.

Out of the power plant world a demand, multiplied and insistent, comes for information on oil engines. As a result, a noted authority on Diesel and semi-Diesel engines is added to the editorial staff of POWER. He is sent out to visit all important installations of these engines throughout the country. Over three months of travel and study will be spent by this POWER editor solely to gain for POWER readers a fuller knowledge of oil engine operating performance under all possible service applications and conditions.

A McGRAW-HILL man representing ENGINEERING & MINING JOURNAL, after having been forced out of Mexico by warring factions, has again plunged into that turbulent country to learn and report actual conditions affecting mining and oil well operations and prospects and equipment opportunities.

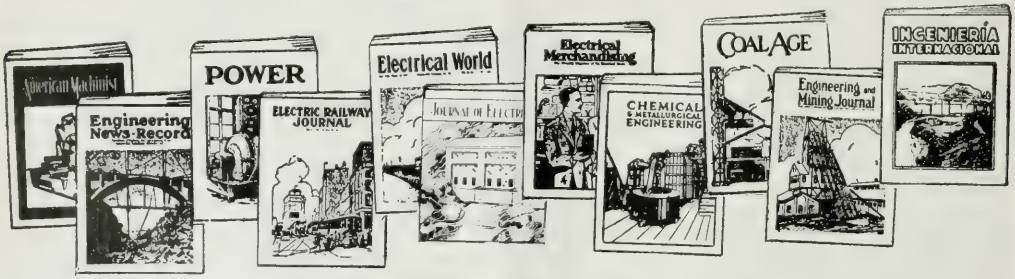
An editor of INGENIERIA INTERNACIONAL comes back from a long trip through the countries of South America bringing much valuable data on trade conditions, engineering and industrial development, and equipment requirements.

AMERICAN MACHINIST recently sent one of its executives on a tour of Europe to study the metal-working industries abroad for the benefit of similar industries and machine-tool manufacturers at home.

An editor of ENGINEERING NEWS-RECORD also has just returned from Europe where he has been investigating engineering practice and equipment usage and needs in the construction field.

General departure from rule-of-thumb methods is an urgent need of the chemically controlled industries. To this end CHEMICAL & METALLURGICAL ENGINEERING has made an exhaustive investigation on which is founded one of the most significant and important issues of any publication in the engineering and industrial press—the September 8th "Convention" issue of CHEMICAL & METALLURGICAL ENGINEERING.

Electrification of steam railroads is a question pregnant with transportation improvement possibilities in this country. So an ELECTRIC RAILWAY JOURNAL editor recently



The Eleven McGRAW-

into the Business Paper

made an extended trip over the system of the Chicago, Milwaukee & St. Paul R. R. to study this famous achievement in railroad development. Returning east this editor made a sweeping tour of Canada, getting data vitally interesting to American electric railway men and builders of electric railway material, on today's methods, equipment, plans and outlook of the foremost Canadian electric railways.

The extraordinary success of ELECTRICAL MERCHANDISING since its inauguration in 1907 is largely due to the indefatigable field work of the editors. These editors comb the continent with their journeys. They are constantly in personal contact with the electrical dealers, jobbers and contractors. They meet them at their conventions, clubs, clambakes, summer camps, offices, stores, warehouses and homes. They are keeping in touch with movements and materials and markets and methods and men—helping these men individually and through their organizations.

Industrial, agricultural and commercial development of the West beyond the Rockies depends in large measure on the development of electricity from water power. To promote the industrial development of these great states with their specialized problem, McGRAW-HILL service to the electrical field was expanded in September, 1919, by the purchase of the JOURNAL OF ELECTRICITY. The acquisition of this publication demonstrates that McGRAW-HILL service, when conditions require, is intensive, as well as comprehensive.

As an editor of COAL AGE recently wrote, "Read your COAL AGE closely, and you will see that no stone is being left unturned to make COAL AGE a mirror of the industry, to make the achievements and experience of some enterprising individual somewhere the pivotal point for an advance of the entire craft."

This is the policy that governs *all* McGRAW-HILL publications. It picks the ablest men as editors. It sends them out into the fields served by those publications. It bids them seek the problems of those fields. And through their publications these editors lead and co-ordinate the search for the answer to those problems.

That is the kind of service that puts pulling power into a business publication.

That is why McGRAW-HILL publications are dominant in their fields.

That is why they are read—with care and respect—by the biggest men in those fields.

And that is why they exert the influence on those men that makes advertising in McGRAW-HILL publications productive.

McGRAW-HILL COMPANY, Inc.

Tenth Avenue at 36th Street

NEW YORK CITY

Power
Coal Age
Electrical World
American Machinist
Journal of Electricity
Ingenieria Internacional
Electric Railway Journal
Electrical Merchandising
Engineering News-Record
Engineering & Mining Journal
Chemical & Metallurgical Engineering

HILL Publications



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstitution and tradition and to create the good will of the Foreign buyer.

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

(*Continued from page 19*)
as a silent salesman. All of the publicity featured is admittedly prestige propaganda to popularize the trademarked and advertised products of the house. No expense or effort is spared in their exploitation.

On the last day of the show it is opened to Madam, the Public. The woman who eventually buys the fashion creations has an opportunity of viewing at first hand these prize-winning and other advance models, to help the selling plan.

SHELTON LABEL FEATURED

To stimulate further nationally women's interest in the products of The Shelton Looms, the Shelton label has been featured more in advertising during the past year than ever before, and as a consequence has become nationally known.

The policy of The Shelton Looms for next year will be to feature the label widely in the fashion quarterlies and magazines, telling the consumer to look for the label there pictured. And the purpose of the trade paper advertising will be to apprise the retailer that he should and can demand goods with label. Among the national mediums used, are such blications as: *Vogue, Harper's Bazaar, Pictorial Review, Le Costume Royal, Fashion Art, Woman's Home Companion, Good Housekeeping,* the Butterick Trio, *Butterick Quarterly* and *Home Book of Fashions.*

Part of the cooperative work of The Shelton Looms in nationalizing their trademark is to furnish the silk labels, free, to the consumer. There is a general label as well as individual labels that mention particular qualities beneath the name. Already this work is proving that it is "bread cast upon the waters," for manufacturers are calling for labels that women readers of the advertisements demand from the retail trade.

Liberal Dealer Displays Build Colorite Sales

How the Carpenter-Morton Co., of Boston, Made the 1920 Straw Hat Season Yield Satisfaction to Sellers and Users of Stain

By ROBERT VINCENT.

EVEN the least observing must have been impressed during this summer with the extensive use in drug store windows of the brightly colored display helps furnished by the manufacturers of Colorite, the Carpenter-Morton Company of Boston, Mass.

"We have secured a surprising number of window displays in drug stores, all over the country," said M. E. Vose, Vice President of the company, who has charge of the advertising—"a more extensive use, I should say, than display material usually receives."

"Two factors have been responsible Mr. Vose declared when told that readers of ADVERTISING & SELLING would like to have his views of the results. "First, is the quality of the material. We have spared no expense to make it the best we could design for the purpose. The complete set of display material is finely lithographed, in many printings, and the art work is the best we could secure. The result has been a very attractive, high-grade appearance, which has made even the biggest and most individual of the drug stores glad to use the material.

"The second reason is our liberal plan of distributing it. To explain that I must describe our marketing plan for the product.

THE COLORITE MARKETING PLAN

"We fill orders through the jobber, but the majority of the sales are made by our own direct salesmen. Colorite is, of course, a seasonable proposition, its biggest sale coming in the early spring when straw hats are retrieved from dusty top shelves and our general advertising reminds the feminine public that Colorite will make it as good as new again. But I must add that the season is a much wider one than when we originally marketed Colorite and we now have a certain sale all the year round. It is in the spring, however, that the big push is made. Our salesmen's calls are made well in advance of the season. Later orders, which are taken by the jobbers' salesmen direct, are mostly fill-in orders to take care of short stocks, or from new druggists who have not been covered by our regular sales solicitation.

"Now, while the orders taken by our own salesmen are turned over to the jobber, we have a record of each individual sale, and we send the display material direct to each from headquarters in Boston. This is done whether the order is accompanied by special request for display material or not, because we feel that we want to place it in the hands of every druggist who stocks Colorite. Our experience shows that a very large percentage of the displays will be used.

"This method covers nearly all the trade. To supply dealers whose original orders are taken by jobbers' salesmen, special request must be made. We check these against our list already covered and thus prevent any duplication."

DEALER HELPS GO DIRECT

Mr. Vose stressed one point emphatically—that none of the dealer help material is handled by the jobber. "We found out long ago that most of this sort of thing which we gave to the jobber for distribution was wasted. He had neither the time nor facilities to manage it conveniently. Accordingly, we have a strict policy that all advertising material shall be shipped direct from headquarters to the retailer."

The 1920 dealer set forms a very attractive combination. There is, first of all, a lithographed set of cut-outs to be pasted on the glass. It includes six of the familiar Colorite girls with hands upraised in salute, each wearing a differently colored straw hat. These are to be arranged around a center piece showing an attractive girl applying the liquid to a half-finished hat.

One virtue of this particular feature of the display is its adaptability to any size or kind of window. A suggested arrangement is illustrated on the envelope containing these pieces, with the Colorite girls grouped in a semi-circle around the center piece. They could, however, be placed in a multitude of different settings. If space is lacking to accommodate all, a perfect display can be made with some of them.

On the envelope containing this

material appears this suggestion: "Buy some straw and have the background and floor of your window covered with it. Then work some of your stock of Colorite and the advertising matter in and about this straw. You will be surprised to see what a lot of attention your window will command."

SELLING THE DEALER

To impress the dealer with its value this suggestion is accompanied by the statement that "we have prepared this window display at much expense and we trust you will use it in your show window and get the benefit of the advertising. Colorite is a wonderful seller—the women know all about Colorite. It will be bought when they know you sell it. It is up to you to let them know."

Then there is a lithographed easel stand for the exhibit in the window itself of which the center piece of the window posters is a replica. In this case, however, the hat to which the Colorite is being applied is a real miniature straw headpiece, half done in black with real Colorite, an actual sample of the results to be obtained. It is very convincing evidence of what the user can do.

A cardboard display stand, a color card, a card sign supported by an easel and a supply of package inserts complete the exhibit.

The nature of the article calls for bright colors in the advertising, and this, according to Mr. Vose, is another point that has made the advertising appeal. "Bright colors add attraction power to any window. These displays, in fact, brighten up the whole store front."

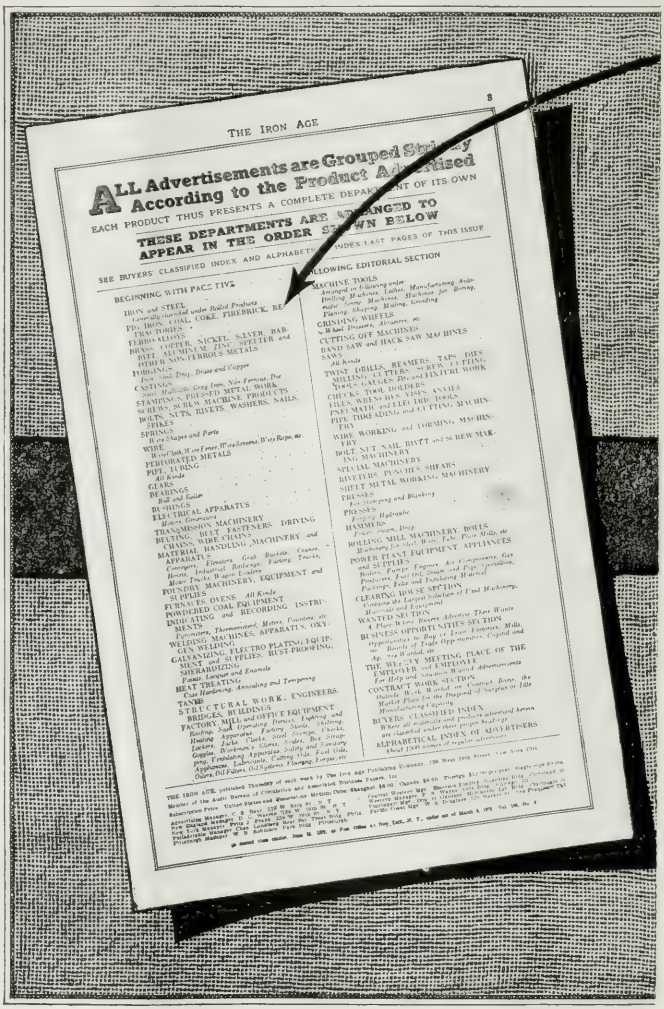
So freely is the advertising material for Colorite distributed that in one intensive selling campaign the display set was sent as a sort of advance guard to the salesman. "We were not quite satisfied with our distribution in Chicago. Accordingly we planned a special campaign using local newspaper and car card space, and placing three special salesmen in the city to make a thorough canvass. In this case we sent the display outfit in anticipation. With this campaign our distribution became very close to 100 per cent, and the percentage of display sets actually put in the windows was really surprising."

SALESMEN "SELL" THE DISPLAYS

Of course, coupled with this liberal distribution goes strong effort to sell the druggist on its use. Dependence is not placed on the attractiveness of the set alone. It is a regular part of the salesman's work to sell the dealer on the value of it. In addition, a four-color broadside was at the beginning of the season sent to every druggist in the country, which well merits description. It was 10½x16 in size, eight pages. On the address portion appears the Colorite girl, who remarks to the dealer, "See how I'll work for you in 1920." The cover page shows an actual photograph of the salesman recommending Colorite to two feminine customers, with the Colorite display stand on the counter. Inside are reproductions of some of the magazine advertisements, a list of the mediums used and a statement of the circulation obtained. Electros are offered with the suggestion, "Link your store with the big campaign by running in your local newspaper a small advertisement telling the women of your city that you sell Colorite."

Another interesting feature of this broadside is a collection of window displays, being reproductions of prize-winners in a contest conducted in 1919. These not only give the merchant ideas on preparing his own display, but also let him know that other dealers find it desirable to use full window displays of the article.

In relation to the display material reproduced on another page the dealer reads: "Colorite store and window advertising displays have



become famous throughout the country for their beauty and real selling value. The reduced reproductions on this page of the 1920 display material must demonstrate to you that we have not failed in our endeavor to produce each season something new and better. Be sure you get your display material for 1920."

The experience of Colorite bears out the oft-repeated theory that if you give the dealer good quality material that is adapted to his conditions he will be glad enough to make good use of it. The Colorite material makes good on both these points. It is high grade and attractive; it comes in small units that don't ask for the use of the whole store; and it is adaptable to almost any kind of store to be found.

Michigan Papers Increase Rates

Michigan newspapers have made the following subscription increases during the last week: Detroit *Free Press*, rural mail rate increased from $4 to $5 annually; Bay City *Times-Tribune*, Saginaw *News-Courier*, and Lansing *State Journal*, all from $4 to $5 by mail annually, 15 cents per week delivered daily, and $1.66 per hundred to newsboys. In the case of the latter three, the new rates are effective September 6.

Poultry Association Would Advertise

The American Poultry Association at its convention at Kansas City, Mo., recently took up methods of creating a national advertising fund to give publicity to the food value of eggs and poultry meat.



Senator Capper Conducts Third Tour

Seventeen advertising men representing agencies of the Middle West are now being taken on a two-weeks' trip through Missouri, Oklahoma, Kansas and Nebraska as the guests of Senator Arthur Capper. This is the third "See" trip to show advertising men the wealth of the agricultural West.

Chicago Board of Trade Advertises

The Chicago Board of Trade is using newspapers in several cities to explain its functions and the change from the Government fixed price of wheat back to the normal method of price determination by the meeting of buyers and sellers in the central markets. The board offers to send a pamphlet entitled: "Things You Should Know About the Board of Trade."

Duffield Joins Anderson & Gustafson

J. E. Duffield, formerly sales manager of the New Era Spring & Specialty Co., has joined the Anderson & Gustafson Co., Chicago oil refiners, acting in the capacity of sales manager.

Dayton Company Buys Bluebird

The Bluebird Manufacturing Co., St. Louis, manufacturers of the nationally advertised Bluebird washing machine, is reported to have been purchased by the Davis Sewing Machine Co., Dayton, Ohio. The Bluebird company recently went through the hands of a receiver and now has been reorganized.

Westinghouse Promotes Zerby

A. B. Zerby, who has been connected with the Department of Publicity of the Westinghouse Electric & Manufacturing Company for about nine years, has been promoted to assistant to manager of the department of publicity. Mr. Zerby graduated from the Pennsylvania State College in 1911 with the degree of Bachelor of Science in Electrical Engineering.

Frank Presbrey Co. in Richmond

The Frank Presbrey Company, New York, has opened an office in Richmond, Va., under the direction of S. G. Mason, who has been advertising manager of the C. F. Sauer Company, Richmond.

Airplane to Gather News

The *Evening Sun* of Baltimore has purchased an airplane to facilitate the rapid gathering of news, and to overcome the difficulty of reaching points inaccessable by the usual means of travel.

Richard Wood's Son Endangers Life to Make Rescue

Ralph Wood, 18 year old son of Richard S. Wood, of the New York *Globe*, narrowly escaped death by drowning in a heroic effort to save the life of a young woman at Point Pleasant, N. J., recently. Physicians and life guards worked over him for several hours before he was finally revived. The woman was saved, but Clarence Swayne, of Newark, N. J., who swam out with young Wood to rescue her, was drowned.

Albert M. York Dies

Albert M. York, associate editor of the Syracuse *Post Standard* and well known among newspapermen in the East, died suddenly following an attack of acute indigestion. Mr. York, who was 65, had spent more than forty years in newspaper work. He was noted as a dramatic critic.

Advertising Now For Tomorrow's Sales

The Good Will You Build Today May Be the Biggest Factor in Meeting Competition That Grows Out of Your Success

By GRANGER C. LEDERER.

ONE of the big, outstanding facts of business today is that the advertiser who displays vision in most cases, succeeds. The statement, based on Bradstreet that over 80 per cent of the commercial failures are of non-advertisers, is significant. One of the most important factors in advertising, assuming, of course, that the advertising policy coincides with the correct methods, is consistency. In view of this let me mention here the need of consistency in advertising.

In 1877, James Pyle started to advertise Pearline. It was persistently advertised, I am told, year in and year out for more than 30 years. The advertising appropriation on this product reached something like $500,000 for the year 1904. In 1907 the last of the Pyles died and the policy changed.

The executors in charge of the estate thought that Pearline was sufficiently established in the public mind. Distribution was perfect, so why spend this money, this small fortune for advertising a known brand.

On the strength of this, the executors decided to save this money.

Do you really think they did save it? It has been stated that in 1914 Proctor and Gamble bought Pearline and saved the company from bankruptcy. There are many similar cases known to the commercial world.

Back of every advertising campaign there must be purpose—unity and continuity of purpose. The buying public likes to be reminded and must be reminded. When you are in the limelight, live up to reputation or pass into the shadow.

ADVERTISING A MONOPOLY

Many, many times advertising men are confronted with the argument of a manufacturer of a patent article with very few competitors, "Why should I advertise when I can get all the business anyway? They must come to me." This theory may have worked out satisfactorily when advertising was looked upon purely as a competitive weapon. This, of course, was before we fully appreciated the wonderful possibilities and power of publicity.

Today many of the leading manufacturers of patented articles, while on the face of it seeming to have a monopoly, nevertheless, invest huge sums of money in advertising for a number of reasons.

The first is to increase the use of the goods or service. The second is to create good will for themselves and the product. The third, and most important of all, is that they advertise to forestall the competition of their competitors-to-be—competition which always appears when an article that has the earmarks of a useful, successful product is put upon the market.

And to emphasize let me relate a story we may entitle "Getting Ahead of Competition."

When the Dayton Engineering Laboratories produced the self-starter for automobiles, their first competition was with the old cranking method. Then, of course, the second and more dangerous competition appeared. Within a year there were something like 500 other organizations, all claiming original patents and manufacturing self-starters.

As another illustration take the Victor and Columbia Talking Machine Companies. Long before they had any competition to speak of, back in the days when they held most of the original patents, their advertising was educational, emphasizing the pleasures derived from a talking machine in the home and, incidentally, to increase the sale of machines and create good will for their product as well as their company. Above all, they strove to establish themselves firmly in the public mind to forestall competition, competition that was bound to come when patent rights expired.

ESTABLISHING IDENTITY

There is a story that many and many times after Douglas and Lincoln debated people used to remark, "Isn't Douglas a wonderful orator—but of course Lincoln is right." This is much the same as the fact that many people comment on certain advertisements which they say are "clever" yet for the life of them they cannot remember if it was shaving soap or tooth paste that was advertised. You remember Sunny Jim—but what was it he advertised. Was it rolled oats or corn flakes?

Let me relate another such story, called "Creating the Right Impression." Some time ago, I read an interesting article in a house organ. I believe it was "Paragraphs." The story goes something like this: Two men were walking down one of the main streets in a certain city when their attention was directed to a man on a platform. He was gaily attired and ornamented in a striking Highlander Kilt and plaid. He was playing a bagpipe. The weird, wailing tones attracted quite a crowd of pedestrians. He sure made some noise. It got attention. The appeals were to the ear and eye by a scream of color and startling, squealing, penetrating sounds.

"Some advertising," one said. The other agreed it was a method of getting public attention. When they turned the corner, he turned to his companion and remarked, "By the way, what was that fellow advertising?" "I dunno," was the reply. It was advertising, nevertheless. Oh, yes.

THE VALUE OF GOOD WILL

Now there is another story, I believe ought to be told and that is of "The Value of Good Will."

It has been stated that the Coca-Cola Company was sold and reorganized. The price was something like $35,000,000. Reports stated that the tangible assets, like buildings, equipment, material, patents, etc., totaled less than $5,000,000. The balance, or over $30,000,000, was the value placed on the good will of the trade name "Coca-Cola." This shows that the investment in publicity, other than the millions of bottles of Coca-Cola it sold, has built up, in addition, an asset of $30,000,000. Think of it—two words worth $15,000,000 each—mere combinations of letters worth $3,750,000 a letter.

Where is there a concern that is over-sold on good will? Coca-Cola Company was not over-sold and they sold something like $30 000,000 worth of this commodity.

Ivory Soap is another combination of letters that I am told the Proctor and Gamble Company value

SPACE*

The Poet Pines over the Practices of Prevaricating Publicists

By STRICKLAND GILLILAND

I saw a picture t'other day
Of a stylish tourist by the way
Fixing a tire with Stickgood Goo.
The tourist's suit was nice and new
And not a wrinkle or a speck
Was on his suit or hands, by heck.
He had the puncture nearly fixed,
Yet he and grime had never mixed!

* * *

I said to me: "I'll never buy
Stuff advertised with such a lie!"

* * *

I saw a picture of a car
With wheelbase reaching near and far.
Within it sat a half a dozen—
Parents and children, aunt and cousin.
They looked as if they might get lost
In that huge car of modest cost.
I knew that in reality
The car would bulge if holding three.

* * *

Again I swore: "It must be junk
If they have need to print such bunk."

* * *

I saw a picture of a face
Smiling at terrific pace.
The owner of the face, meanwhile,
The self-same face that wore the smile—
Was polishing a nifty slipper
With Smearwell or a sponge-made dipper.
I'd used that stuff, and still there lingers
The smell and stain on hands and fingers!

* * *

Now this is what I often wonder:
Why use good space to lie like thunder?

* "Boundlessness and Indefinite Divisibility"—Webster

at $50,000,000.

Now last, but not least, let me speak of "Advertising—and Who Pays for It." Whenever this is mentioned to the average man and woman they invariably get the impression that somehow or other the buyer has got to pay for advertising. Of course, Mr. Average Man and Mrs. Average Woman, never stop to realize that, although millions are invested in advertising, this sells hundreds of millions worth of merchandise, goods which never could be sold so cheaply in any other way.

To verify my assertion, there are facts to prove this statement.

It is stated in a bulletin sent out by the MacLean Publishing Company that in 1904 the Overland Automobile Company built and sold 37 two-cylinder automobiles. The price for these cars was $1,250. In 1915, eleven years later this same company built and sold something like 54,000 six-cylinder automobiles. A more elaborate, better equipped, more convenient car, with a larger motor and the price of each was about $950. What reduced the price? Advertising. What created the demand? Advertising. Who paid? The manufacturer? No. There seems to have been a decided cost lessening all around.

Over 20 years ago the Eastman Kodak Company sold a camera that took a picture about 2½ inches square. It sold for something like $25. Today you can get a better article for $10. Another saving all around.

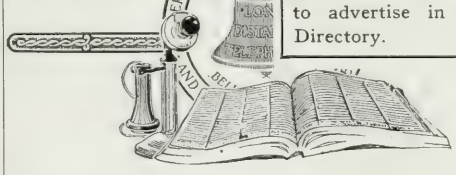
Millions of dollars devoted to advertising may look big, but when you take into consideration that these millions produce hundreds of millions of sales the initial amount spent looks small and is small when you look up the ratio of advertising costs to sales.

MANUFACTURER LOSES $20,000 CONTRACT

Fails to Renew Use of Advertising Space in Telephone Book and Competitor Gets Business

ROCHESTER: A certain salesman of Telephone Directory Advertising in checking up contract renewals recently called on a manufacturer here who had a competitor in the same building—also a directory advertiser. The prospect decided he would not renew his contract and so save $9.00 the cost of bold type listing. Subsequently, an engineer representing a large out-of-town concern visited Rochester, consulted the directory and not finding the name of this man called up his competitor and placed an order amounting to $20,000 which goes to show it pays to advertise in the Telephone Directory.

for big results
at small cost—
The Telephone Directory



NEW YORK TELEPHONE COMPANY

P. W. ELDRIDGE, Jr., *Sales Mgr. Dir. Advtg.*

1261 Broadway at 31st Street, New York

Telephone Vanderbilt Official 130

Rigby, Studebaker Export Advertising Head

Fred Rigby has joined the Studebaker Corporation, South Bend, Ind., in the capacity of export advertising manager. Rigby was formerly associated with the agricultural press in Kansas City.

Detroit "Journal" Managing Editor Resigns

O. H. Jennings has resigned as managing editor of the Detroit *Journal*, and has been succeeded temporarily by Grove Patterson.

Davies With Bowser in Chicago

C. H. Davies, advertising manager, and editor and manager of the publication department of S. F. Bowser & Co., Fort Wayne, Ind., has been placed in charge of the factory sales work in the Chicago district.

Barker Heads Maxwell-Chalmers Sales and Advertising

Arthur E. Barker has been appointed general sales manager of the Maxwell-Chalmers Companies, Detroit automobile manufacturers, and will also have charge of advertising. He was formerly in the sales department of Dodge Brothers, Detroit auto makers.

Electric Account for Broome & Sando

An advertising campaign started by the Master Electric Company, manufacturers of fractional horse-power motors in Dayton, Ohio, is being handled by the Broome & Sando Co. advertising agency of that city.

Attorney Joins Glen Buck

Andrew Cutler Wylie, for several years general attorney and executive of the Chicago offices of the Fidelity and Casualty Company of New York, has joined the forces of Glen Buck, advertising, and will direct the promotional and research work there.

New Pittsburgh Engraving Firm

The Iron City Photo Engraving Co. has been organized in Pittsburgh, Pa., with J. L. Marshall as president, Herman Huff vice-president, and Fred Campbell secretary.

Pinkerton With Ingersoll

Frederick H. Pinkerton, formerly assistant advertising manager of the International Motor Company, and lately with the Dominion Asbestos & Rubber Corporation, doing sales promotion work, has become a member of the mail sales department of Robt. H. Ingersoll & Bro., of New York.

United States Sales to Canada $881,000,000

United States trade with Canada for 12 months ended with July reached a total of $1,156,488,145, an increase over the corresponding period, ending July, 1919, of $261,658,855. United States sales to Canada were $881,147,000, an increase of $186,289,285, while United States purchases from Canada were $537,000,000, an increase of $75,363,570.

Returns of Canada's trade with the world for the 12 months ending July 1920, show that exports during this period have been well maintained. Their value is $1,264,463,537, which, while it is $9,000,000 below that for the preceding 12 months, really represents an increase of approximately $10,000,000 in exports of Canadian produce, the decrease in the aggregate figures being due to a decline of $10,000,000 in foreign, or re-exports.

The grand total of Canadian trade was $2,517,655,272, a new record, being $166,847,226 over the 12 months ending July, 1918. There was a remarkable increase in imports, these being $1,253,191,736, compared with $870,850,691 for the preceding year, and $914,885,191 for that ending July, 1918.

Advertising in Central India

Anne Miltimore Pendleton of the Department of Agriculture at Lashkar, Gwalior, Central India, sends ADVERTISING & SELLING from her far off clime the following little tale of advertising:

Tailor Ram Prashad advertises and thinks it pays. In trying to increase his clientele, he hit upon an unusual scheme for attracting attention. He purchased a small but lively monkey, dressed it in the latest style of Hindustan, and tied it in front of his shop, which is in the busiest part of the bazaar.

Monkeys are not at all uncommon in Hindustan, not even trained, dressed monkeys, but they are always interesting and attract a crowd. This monkey, though, was a regular Beau Brummel of a monkey, and his little gaily colored jacket was correct to the last stitch. People saw, and coveted, yielded to temptation, and ordered coats and shirts for themselves.

Tailor Ram Prashad now sits at ease on his crossed feet, smokes his pipe, and orders his subordinate tailors about with a grand and majestic air. He amuses himself by throwing a special dainty every now and then to "Brother" Monkey. His fellow tradesmen wonder why Ram Prashad is so successful. They think it is fate, for most native tradesmen rely upon fate for their trade. For them there is no such thing as advertising or "drumming up trade."

About Siamese Trade

From Bangkok Vice-Consul C. C. Hansen reports that nearly all the leading business houses of that city, many of whom are both wholesalers and retailers, handle practically all classes of imports and export all sorts of native products. They also act as agents and do business on commission by special arrangement. Though at present there are no American banks in the city, the French and the two English banks have representatives in the leading cities of the United States.

The main business of the country is transacted at Bangkok, serving as a distributing center for the kingdom, and all classes of American manufactures are handled by most of the firms. The consul emphasizes visits of personal representatives as the best means of opening up business.

Exports to Scandanavia

In view of the extensive efforts that have been made in recent years to develop South American trade, the figures for American Scandinavian trade are significant, says the Liberty National Bank in its publication, *Present Day Scandinavia.*

Exports from the United States to Norway during 1919 were greater than exports to any South American country with the exception of Argentina and totalled $135,134,594. Moreover, the total value of exports of the United States to the three Scandinavian countries in 1919 was almost equal to exports from this country to all South American countries.

The following table from figures compiled by the Norwegian-American Chamber of Commerce gives the amount of exports from this country to Scandinavia as compared with exports to South America.

Exports to Scandinavia, 1919:	
Norway	$135,134,594
Denmark	163,065,478
Sweden	133,663,131
Total to Scandinavia	$432,163,203
Exports to South America, 1919:	
Argentina	$155,968,390
Other S. Amer. countries	280,158,939
Total to S. America, 1919	$442,127,329

Regarding "Drug Topics"

Inadvertently, the name and specifications of *Drug Topics* were omitted from ADVERTISING & SELLING'S Directory of Business Publications in the August 14, issue. *Drug Topics*, which is published in New York, reaches the druggists of the United States and Canada. It is issued monthly, and its advertising forms close on the 10th of the month previous for black and white copy, and on the 1st of the month previous for copy in color. The page type size is 3 7-8 inches by 7 inches. The page rate for one insertion is now $120. A 12-page contract is $100 per page, and a 6-page contract $110. Subscription price to druggists is $1.00 a year.



STACEY BENDER

Stacey Bender came with me in 1907. That is just about the time that "Chief Bender," the famous pitcher, was at his best in the American League. (However, they are not related). Except for a short interval, Stacey has been with our organization during all these years, and his "pitching" for our Publications has been at least as good as the best which "Chief Bender" ever did.

Lou Block

San Antonio Light

Distorted circulation claims may make an impression of national space buyers but *you can't fool the local advertiser.* He is on the ground. He *KNOWS.* The Local advertising figures of the San Antonio newspapers for the first six months of 1920 speak volumes.

They show

LIGHT	EXPRESS
7,303,062	6,837,120

The LIGHT leads in local stores, total local and classified. (The above figures omit 162,960 lines of medical which appeared in the Express but which the LIGHT declines to print for ethical and moral reasons).

The San Antonio merchants know that the LIGHT is the only San Antonio paper with an actual 100 per cent paid circulation.

Serial No. 16

EXPORT ADVERTISING and SELLING

A Department of Foreign Trade Extension Service
Under the Direction of
CYRIL H. TRIBE

"Catering" to Foreign Customers

Export Orders Call for Painstaking Attention, But In the Long Run It Pays; Balance Your Domestic Facilities First

MORE firms have suffered disastrous results from their experiences in attempting foreign trade than have succeeded."

This statement was made recently by the head of an American corporation that, needless to say, had lost money and patience in export trade. Further discussion developed the usual reason. The corporation was anxious to secure foreign markets but they were not willing to devote any appropriation to study of the new field or to go out of their way to "cater" (as he put it) to a foreigner.

It would seem that enough had been written in the past decade concerning the conduct of trading abroad to have impressed this man with the fact that he had failed before he began in his new enterprise. He did not have the proper vision or the proper spirit to succeed. His firm had no goal in sight, no plan and in fact no interest particularly other than to get two dollars for one dollar—quick. This condition is typical of the attitude of a shockingly large number of men. The cause is the lack of necessity NOW for market expansion. The needs of TODAY are satisfied. There is no thought of the TOMORROW. Only the man or institution having a definite plan for the future should consider entering foreign markets at all.

DOMESTIC EFFICIENCY FIRST

In an article published last week in Advertising and Selling the sources of reliable information concerning foreign markets for American manufacturers were outlined and explained. The methods of research and determination of field bring the prospective foreign trader up to the preparation of his plant and office to handle the new business efficiently.

The first question to answer affirmatively is "Are my units working smoothly and in coordination so far as the filling of domestic orders is concerned?" If there is hitch and pull in the various departments of your plant now, there will be the same condition to face when the foreign orders come in. And, whereas these delays and "rough spots" can be explained and smoothed out to the American buyer, troubles are magnified a hundred times where the foreign buyer is affected. There are two instances in fact that illustrate this point.

It would be unkind to mention names, but one of the largest manufacturers of small arms and ammunition in the United States contracted an enormous order for a certain calibre cartridge. The agents placing the order supplied complete data and schedule for delivery and made their arrangements for shipping to Northern Russia. Here is where vision plays a part.

The shells represented a season's supply for this district, which makes its living through hunting and trapping. The shells were essential, in the highest degree. Their non-arrival at a fixed time meant grief and famine for thousands of families and would affect directly the fur and skin markets of the world. In the first place, the northern harbor, to which final delivery was to be made, is closed by ice after a certain date. A ship was to be held at a European port to meet the steamship that was to carry the cargoe from New York across the Atlantic.

Through improper checking of the progress of manufacture the shells were not packed in time for their scheduled shipment to New York. Two days would be required for this packing. Freight cars were not then available. The agents, who were foreigners, were in a frenzy. Cargo space was reserved. The ship was to sail from New York. The other ship would be waiting to slip into the North before the port became ice-bound. An industry was in jeopardy. The long distance telephone put the New York agent into communication with the New England plant. The only solution was the use of motor trucks. The official at the plant end of the wire took up several minutes explaining that such transportation would call for an expendi-

The If's of Exporting—

IF your product answers a need of the people in foreign countries, if the quality is right, if it is within the buying power of the inhabitants, then you can take for granted that with proper sales and advertising methods the article can be sold. If your product comes within those bounds but is unknown in the territory, then hark back to the time you introduced it in the United States.

The successful sales principles used by you in its introduction in America are the same principles which will probably bring success in foreign fields."

—F. J. Herier, in "Hammering Home the 'Why' and 'Wherefore' of Your Goods."

ture of three hundred dollars more than the contract price that specified rail delivery to port.

Three hundred dollars! An argument against the loss of millions!

If you, too, are indignant, it should be said that the trucks did the work and the shells were delivered as scheduled. A twenty-dollar-a-week boy in the factory would have saved all this grief.

ANOTHER JUDGMENT FAILURE

A second instance of poor judgment revolved around the filling of an order for machinery. When the day for shipment from plant came it was found that certain bolts and p a.es were not quite ready. The bulk parts were shipped without them and a letter was written explaining that they would follow. This caused endless trouble. It started in having to arrange duplicate documents with consequent double charges all along the line and de.ays that were far more vexatious than if the entire shipment had been he'd until complete.

One of the most important details involved in the handling of foreign business is the display of interest in the buyer's requirements. At intervals during the filling of an order a letter advising on progress made and to be expected will go far in impressing the foreign account with a feeling of confidence and respect. This at first seems to be trivial and unnecessary, but the fact is that it becomes a priceless investment in the establishment of good-will.

Extreme care should be taken when correspondence is carried on in a foreign language. Every American businessman knows the glee called forth by the receipt of a pigeon-English letter. The same mirth is to be expected when the situation is reversed. Most of the larger New York banks maintain translation bureaus where commercial correspondence may be entrusted for conversion into the desired language.

A few days ago a foreign language trade paper received copy for an advertisement from an advertising agency that was absolutely "impossible" so far as translation into Spanish is concerned. The terms, the play on words and even slang used, precluded such a possibility. The foreign viewpoint is different in exactly the same way as are social customs and religious observances. A Japanese in San Francisco once attempted the interpretation of some beautiful verse from the Chinese. The first line resulted in "Cows on wheels walking around the edge of wash basins." Going further to drive home this point, an American doughboy in Siberia continually chanted "ham and eggs" into the ear of a coffee-house waitress. Finally, despairing of the meal, he angrily declared "These Russians are the most ignorant people in the world. They don't know what ham and eggs are."

BANKS WILL HELP YOU

Returning to the means of forming connections for foreign trading: Any of a score or more of New York banks would welcome inquiries as to the names of business houses in foreign countries. They are prepared to furnish information regarding credit rating and commercial standing so far as local reputation goes. Then there is the appeal to foreign interest in an American product that can be made through advertising in foreign language trade papers. Rates are comparatively low and results are unusually high in proportion. Investigation will disclose a number of specialized export papers serving metal manufactures, electrical equipment, dry goods, etc. These are particularly good media where there is a desire to appeal to a certain commodity market. Much assistance may be secured from American advertising agencies that have established Foreign Departments to care for overseas accounts.

At the present time there is a general feeling that foreign business is difficult to negotiate on account of the serious differences in foreign exchange rates. This very fact is one that should be carefully considered by the executive interested in commanding a place in the world. There never was a time when foreign advertising could be bought as economically a now. There never was a time and it is to be hoped there never will again, when the American dollar will go so far as it does today in European countries. Now is the time for introducing American brands of manufactures to the foreign dealer and consumer. The costs of doing business abroad are infinitely lower at present than the outlay required to carry on the development of domestic markets. The returns from such penetration of foreign fields through advertising campaigns and even personal work will be enormous in the near future.

* * * *

The Foreign Trade Extension service of Advertising & Selling is available to any manufacturer or interest desirous of information regarding export advertising and selling. Letters will be answered promptly and personally. There is no charge for this service. Correspondence of this nature is invited and Advertising & Selling, to meet every need of its readers in the export field, has made connection with the most reliable authorities on international business relations and methods.

Conditions that Favor American Foreign Trade

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Now is the time for introducing American brands of manufactures to the foreign dealer and consumer. The costs of doing business abroad are infinitely lower at present than the outlay required to carry on the development of domestic market. The returns from such penetration of foreign fields through advertising campaigns and even personal work will be enormous in the near future.

America's Opportunity in the Orient

What Twenty Months of Investigation of the Eastern Situation Have Revealed to An American Business Man

By HERBERT A. ANDRESEN*
President, National Iron & Steel Publishing Co.

IT IS certainly good, after twenty months of globe trotting, meeting nationals of every shade and hue and variety and lack of costume, to be back in foggy, busy Pittsburgh, able to talk and think in American. Every American who has been long away from the States comes back a better American than he ever dreamed of being—with the firm conviction that with all her faults and imperfections, among them the Volstead Act, there is no place in all the world like the United States.

But it takes some browsing among the less perfect lands of the other fellow to fully appreciate our own country. I was expressing my gratifications at returning the other day, and someone remarked, "Well, if this is such a fine country what's the use of leaving it." Which undoubtedly explains the attitude of many of our countrymen, it, after all indicates a rather limited horizon of thought, like the few—very few I hope by now—who are still unbelievers in the efficacy of advertising. For enthusiastic as we may be about America there are many, many things about other countries that we have yet to learn, and which it will well pay us to learn. We don't want Commissions of Chinese, Japanese, Hindoos or Sundanese coming over here to teach us, but it is just as well to remember that everybody in Japan, even to the lowest coolies in the interior has electric lights, or that they run as wonderful trains between Rangoon and Mandalay in Burma as we do between Pittsburgh and New York, and that even Confucianism in China has some merits as compared with Christianity. So that while we excel every other nation in the use of tooth brushes and in providing for creature comforts, such as hotel rooms with private bath, there are many things which we can pick up to our advantage; one of which I think is particularly interesting to all of us gathered here, viz.: How to sell to others than ourselves.

For although we have done and are still doing, particularly in food products, a tremendous business in foreign commerce, there is an amazing ignorance among us generally as to how to go about the business of selling our goods to the world. Business has come to us in overwhelming quantity during the war and since, because of stoppage of regular supply channels, and this will continue to be true for some time to come, but if we are eventually to remain the big factor in world commerce we are at present, when strong competitors will again enter the arena, we have got to get busy and learn how to sell and keep sold our customers in foreign lands.

Foreign Selling and Selling At Home

I am a firm believer that the time was never so ripe as now to effectually plant the American flag in foreign lands * * * And the problems of foreign commerce intelligently attacked are not much more intricate when everything is said and done than the problems of selling here at home.

There is no more mystery about selling abroad than there is about the science of advertising.

All that is required is intelligent preparation and investigation; and before we know it America will be firmly established as the leading figure in world commerce; for the mixture of races which has in the short period of a hundred years produced a type of American as distinctive as any old world civilization, has given us a business energy that no other nation can equal. —HERBERT A. ANDRESEN, President National Iron & Steel Publishing Co.

WHERE TO GAIN EXPERIENCE

As we all know, up to the time of the war there was little attention paid in this country to foreign commerce. Some of the larger corporations, like Standard Oil Company and the United States Steel Products Company and some others, had, it is true, developed a considerable export market, but the great mass of American manufacturers, confronted at home by a constantly growing domestic market, with no intricacies of exchange, customs or shipping to bother them, paid little or no attention to the vast field beyond our shores, and, as a consequence the nations of Europe, England, Germany, even little Belgium and our Pacific neighbor Japan, to all of whom export business is a vital necessity of existence, pretty well divided the business of the world between them. From '14 on we began to awaken—business poured in on us. Merchants across the seas went down on their knees to get American goods, and we could quote F. O. B. mill, demand cash in advance, pack our products in any old manner, and generally handle the entire situation to suit ourselves. Many of our manufacturers who ship abroad are still doing this, and I have seen numerous cases of goods improperly packed and sat with perspiring Consuls while they waded through mountains of complaints about inferior goods, but presently this sort of thing will have to cease. For once England gets really busy, and perhaps later on Germany, we will have to study the foreign market—and now is the time to begin.

And along with the study of methods of selling and shipping, with questions of finance and banking should come a study of the country, of the people and their needs. In connection with system-

*From a talk before the Pittsburgh Advertising Club, August 31.

atic investigations we can well afford to borrow from German thoroughness, for that country at the time of the commencement of the world war was in the most strategic position of any in practically every country of the Orient, in Australia, even in India to say nothing of Egypt and the Levant. And despite the competition of England, in her own colonies, Germany was getting considerably more than her share of the business, not so much the result of long credit terms, as has often been alleged, as though her thorough knowledge and study of the countries she attempted to serve, giving them goods they needed, carrying large stocks in warehouses at principal foreign ports, and by meeting their customers on the same level. Long credits undoubtedly played some part, but, as in case of the salesman who comes in complaining that he lost the business because he couldn't meet the other fellow's price, "that is a long way from being all of the story." There is little question but that the German method of organizing a kartell or syndicate, through whom the entire export program was conducted, extending sometimes even to the point of controlling production and to joint buying, was largely responsible for enabling many smaller manufacturers to get into the export business, as well as providing resources for the maintenance of stocks in foreign ports; nor is there doubt that the factor of constant government backing and encouragement played an important part in fostering German export trade. The fact remains, however, that it was largely responsible for the success of Germany before the war. And it is up to us to borrow from the lessons of the past if we expect to succeed largely in foreign commerce.

England is for the moment our keenest competitor. Borrowing from the example of the Germans there has been some attempt in England to work through organizations; even France, particularly in connection with the newly acquired steel plants in the Thionville basin in Alsace-Lorraine, is doing her selling, as well as considerable of her buying, through organized effort. Belgium, likewise, is working along such lines, so that it behooves many of our smaller manufacturers to organize along similar lines if they expect to get their proportionate share of world business.

NO UNREASONABLE RIDDLES

I am a firm believer that the time was never so ripe as now to effectually plant the American flag in foreign lands. While many of us are in doubt as to the wisdom of interfering with political destinies of other countries, there is no question but that America has entered upon a role that demands some participation in world affairs. We cannot for our own good, continue to remain isolated. China is the best example of the folly of such a course. And as a business nation the United States owes it to herself and to the world to take her proper commercial place in world commerce. The very fact of our tremendous home market requiring quantity production, puts us in a most strategical position in relation to other nations.

And the problems of foreign commerce intelligently attacked are not much more intricate when everything is said and done than the problems of selling here at home. There is no more mystery about selling abroad than there is about the science of advertising. All that is, required is intelligent preparation and investigation; and before we know it America will be firmly established as the leading

Sixty-eight thousand Brooklyn families would make some picnic. Imagine for a moment their needs for even a day.

The real picnic, however, is wide open for the advertiser who talks honestly to these Standard Union families.

figure in world commerce; for the mixture of races which has in the short period of a hundred years produced a type of American as distinctive as any old world civilization, has given us a business energy that no other nation can equal. "Kick" and "Pep" were coined for and are snyonomous with Americanism.

But first of all we must regard extension of foreign commerce as more than a side issue. Irrespective of the wealth of our home market we must definitely plan to go in for world trade as part and parcel of our manufacturing and merchandising program, just as do those other nations to whom world commerce is a vital necessity. It must not be merely a windfall, to be taken into account when the domestic situation is bad, but constantly sought after and cultivated.

And as a primary considerat on manufacturers must select representatives abroad of the highest caliber—equal to if not superior to those who represent them at home. Only too often in the past, although I am glad to say there is a constant improvement in this respect, American manufacturers have been represented by men who would not do at home and this naturally has reacted unfavorably to American interests. Although I am an advertising man and believe firmly in the power of the printed word too great stress cannot be laid upon the value of individual effort as the main link in the sales chain. England sends her finest men into the export field, and I hope the time will come when young men in America will regard entry into the field of foreign commerce as the finest work they can do—for surely nowhere is there greater opportunity for individual advancement. To help firmly establish America abroad is a career worthy of the highest ambition—with the rewards at all times proportionate to the effort expended. Whether working direct or through the various importing firms and commission houses established in foreign ports every manufacturer or group of manufacturers interested in the particular field should have some sort of individual representation to get the best results.

MAKE "MADE IN U. S. A." MEAN SOMETHING

And these representatives are the men who should study conditions abroad so as to enable the manufacturer to intelligently build his foreign trade. Our aim should be to talk to our foreign customer in his own language—not only in a linguistic sense, but in the broader relation of his needs and the individual conditions of his country. Let the sadly overworked advertising word "Service" really mean something in foreign fields. And if we do that; if we intelligently try to meet our customer's conditions—not force ours on him, if we give him the best we have in manufactured goods which meet his needs properly packed to withstand long distance shipments, etc., the phantom of long credits will automatically disappear and every shipment paid for on presentation of documents. So that "Made in U. S. A.," which Great Britain is unthinkingly trying to force us to mark our goods for her colonies, regardless of her former experience, will mean a great deal more than "Made in Germany" ever did. For our territory loving friends across the Atlantic are in this particular matter releasing a boomerang, if we take proper advantage of our opportunity.



Looking for foreign trade? Look behind you, Sam!
—From *Leslie's Weekly*. Drawn by W. A. Rogers

To attempt in a short time to cover world conditions is, of course, impossible. Every country in the world presents individual conditions that must be intimately studied. And it is my firm conviction that only by handling each country or group of intimately related countries as an individual unit can lasting success be achieved. To try and cover the whole world as one general export proposition is to court disaster—it is too widespread and ambitious a program for even the largest American company. Here at home we develop our sale to the point of catering to individual industries—surely abroad each country is worthy of individual specialization. Europe generally, including even England, where exchange renders purchase of American manufactured products prohibitive, is in such a sadly disordered economic, financial and political state, that, aside from the prohibitive character of the exchange, it will be some years before we can figure on this as a fertile market for American manufactured products. Foodstuffs, of course, will continue to come in in large quantities, as well as raw and semi-finished products, and, to the neutral nations, like Spain, Holland, Scandinavian countries and to Belgium we will be able to sell manufactured products. But opinion seems to be almost universal that with so many other fertile markets at hand to cultivate Europe intensively at this time is wasted effort.

In Latin-America, with only parts

of which I am familiar, there seems to be a pretty concerted movement by American manufacturers to establish themselves, negatived somewhat I understand however by the fact that here long credits are vitally necessary—many of the South American firms having for years been accustomed to do business on the manufacturer's money—a situation that it appears is difficult to change at once.

CHINA'S OPEN DOOR

It is to the Orient, however, that I would call particular attention. To China above all. Borrowing from Horace Greeley's "Young Man, Go West," one might very appropriately say "Americans, come to China." A vast undeveloped country, larger than the United States, rich in potential resources and commercial opportunities, and peopled by a tremendous army of hard-working, intelligent and cheap labor necessary to its development, awaits you. Unorganized, lacking an honest, stable government, improvement in which must very largely come from within, China nevertheless, through the medium of the constantly increasing number of educated business men, like Dr. Woo, General Manager of the Hangyehping Iron & Coal Co., and Dr. Fong Sec, of the Commercial Press—with whom I had the pleasure and honor of spending some time—are eagerly alive to the friendship of America and welcomes Occidental cooperation and assistance.

Backward as it is in many respects, in living conditions, in sanitation, industrially, economically and politically, this wonderful conutry, peopled by 500,000,000 of the most intelligent and efficient workers to be found anywhere on the globe, already offers a tremendous market for American manufactured products, machinery, particularly cotton spinning and flour mill machinery—steel, hardware and all the staple articles of daily life—a vast continent in itself with a buying power now estimated to be less than $2 per capita as compared with the buying power of an individual inhabitant of the United States, $185 per person, which in itself tells the story. For to increase that buying power by only so much as $1 per capita means to add 500 million dollars to China's import figures. Of this trade we now enjoy only about 13 per cent, while Japan, despite the boycott, supplies over 40 per cent of China's imports.

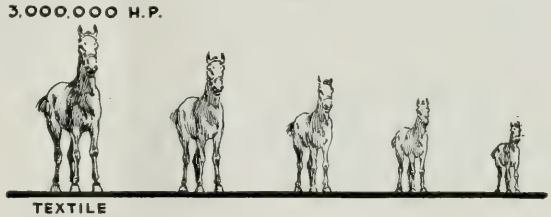
There is also a wonderful opportunity for Americans in the Dutch East Indies, in the Malay States, in India and in Egypt and even greater opportunities in the Levant, while the markets of Australia and New Zealand are not to be shunned. It is China, however, as a potential field needing development, and Japan which will for some time remain a fairly good market for our products, which hold the center of the stage. We have before us the opportunity of developing another United States Despite Shantung, Americans are well liked, the people are friendly and eager to learn, and although slow and conservative, will follow American leadership where they would be suspicious of another power.

Ralph Foote, Advertising Head of Lever Bros.

Ralph Foote, recently with Sherman & Bryan and formerly in the service department of Frank Seaman, Inc., has been appointed advertising manager of Lever Brothers Company, manufacturers of soaps and washing powders in Cambridge, Mass. Mr. Foote was director of the American Red Cross bureau of advertising during the war.

U. S. Rubber Sales

Total sales of the United States Rubber Company for the first six months of the current year amounted to $129,588,686.



The Textile Industry uses more motive power than any other manufacturing group. It takes over 3,000,000 H.P. to turn its wheels—more than one-eighth the total used by all the American industries combined.

Power is costing the mill man $50 to $120 per H.P. instead of $25 of a few years ago.

This mill man is naturally in a very receptive mood for equipment that will produce and transmit his power more economically.

In selling power plant and transmission equipment to textile mills it must be considered that their problems are essentially different. The textile mill engineer must be approached in his own language.

Several hundred power equipment advertisers are successfully doing this through the Power & Engineering Department of TEXTILE WORLD.

We will be glad to have our Technical Editors submit a written report on the adaptability of *your* product to textile mill use.

Textile World Journal

Audit Bureau of Circulations.
Associated Business Papers, Inc.

BRAGDON, LORD & NAGLE CO.
334 FOURTH AVENUE, NEW YORK

William N. Hartshorn, Publisher of Modern Priscilla, Dead

William N. Hartshorn, publisher of the *Modern Priscilla,* and one of the world leaders in the Baptist denomination, died on Friday of last week in his summer home in Duxbury, Mass. He was in his 77th year.

Mr. Hartshorn purchased the *Modern Priscilla* in 1893 and established it in Boston. The magazine had been published at Lynn, Mass., where it was founded in March, 1887. Mr. Hartshorn as the active head and controlling spirit laid the foundation and set the corner stone for the great success of the publication, for when he purchased the *Priscilla* he determined that absolute honesty and Golden Rule methods should control the conduct of the business in every department: advertising, subscription and merchandise.

By 1905 through his indefatigable efforts and business sagacity *Modern Priscilla* had grown beyond a one man proposition, and Mr. Hartshorn invited Henry W. Newhall and Arthur J. Crockett to become partners in the magazine. Mr. Newhall became business manager and Mr. Crockett, advertising director. The busines was incorporated as The Priscilla Publishing Company in 1907, Mr. Hartshorn becoming president and continuing to the time of his demise.

Besides being a successful and wealthy publisher, Mr. Hartshorn was known as one of the greatest Sunday School leaders in the world. As an official of the International Sunday School Union his name was almost as familiar in Europe and in the Orient as in Boston and the United States. He was also commander-in-chief of the Sabbath Army.

Mr. Hartshorn was born in Greenville, N. H., October 28, 1843, the son of George and Mary A. (Putnam) Hartshorn.

In 1875 he married Ella S. Ford, daughter of Daniel Sharp Ford, founder of *Youth's Companion.* In the Fall of 1916 he married Mrs. Elizabeth Hinckley Burnham, of the Masachusetts Normal Art School. Since that time he had lived at 11 Fresh Pond Lane, Cambridge, Mass. He is survived by his wife and by two adopted daughters, Mis Ida Upham Harrison and Mrs. Bertha Hartshorn MacAusland, and one brother, Sumner Hartshorn, of Milford N. H.

Funeral services were held on Tuesday.

Foreign Trade on Barter Basis

A large field for foreign trade on the barter basis, an emergency method already successfully employed by Great Britain, is open to the United States and should be availed of during the present abnormal period, according to the current issue of *American Goods and Foreign Markets,* the fortnightly foreign trade bulletin of the Guaranty Trust Company of New York. In part, the review says:

"Attention has been directed frequently during the last year to the economic situation of the peoples of Austria, Germany, Czechoslovakia, Rumania, and other bordering countries. The extremely low exchange values of their currencies render purchases abroad almost prohibitive in cost, yet without the importation of supplies of raw materials and equipment, industries can be restored but haltingly and with serious delay. Without the accumulation of a surplus for export produced by active industries, no improvement in exchange can be anticipated. The vital importance to the world of the restoration of these countries to active work as soon as possible can scarcely be overemphasized.

"The path to normal activity is further blocked by the disruption of transportation and the lack of coal. Widespread and long continued unemployment also aggrevates the political and social dangers of the situation. Under these circumstances many merchants and manufacturers are turning to the employment of direct barter of domestic products for imported products.

"There is a large amount of business of this character now offered from all the countries in question, and it is known that such opportunities are being seized upon, especially by British traders who are in a favorable position to take advantage of them as they control the organization required to conduct such transactions. In view of the important relation which export trade now holds to our new shipping interests and to our general national prosperity, it appears that the initiative to enter this field of barter operations should be found in the United States also. It should not be beyond the powers of our traders to create the machinery that would permit of a considerable direct exchange of products during the present abnormal period. Some such operations have already been inaugurated, but much more can be done. The safeguards that are desirable to protect the complicated operations involved in the barter of commodities of varied character present considerable difficulties, but they could be overcome. In any event, overseas commerce is so necessary that any method under which it is found possible to continue it should not be ignored. The risks that undoubtedly exist are not so great as to deter enterprise in this field, and there is the opportunity to form lasting trade connections which the restoration of industry and normal exchange will make valuable."

Challis Gore With Albert Frank & Co.

Challis Gore has become associated with the New York office of Albert Frank & Co., advertising agency. Mr. Gore leaves the position of manager of the financial department of *Scribner's Magazine* after five years with the organization. Prior to this Mr. Gore was circulation manager of the Philadelphia Ledger, having been connected with the Curtis organization for about ten years.

U. S. Trade With Indo-China

The opinion seems to be quite general, according to Consul Remillard, of Saigon, that the lines of goods which were supplied by the United States to Indo-China during the past few years can continue to hold the market, provided that a direct means of shipment can be arranged for. As it is, merchants are unable to take advantage of the tariff rates allowed on the "minimum list for American goods," since it is only convenient to tranship goods at ports not entitled to such minimum rates or at some port of France. The establishment of an American bank in Saigon has also been suggested as a means to facilitate American business connections.

Democrats Fire Advertising "Big Gun"

The Democratic National Committee this week gave spectacular proof of "the faith that is in them" as to the power of national advertising by running photographs of the Presidential and Vice-Presidential candidates of the party across a twelve thousand dollar double truck in the *Saturday Evening Post* without other accessory copy than their names and the 1920 Democratic slogan of "Peace, Progress and Prosperity." This opening of the political advertising campaign nationally with a "big gun" of calibre like this lends weight to Advertising & Selling's prophecy of unprecedented investment in advertising by all parties and demonstrates what kind of effort is going to be put behind the job of selling the candidates.

Prudden, King & Prudden Represent Journal Co.

Prudden, King & Prudden, New York, has been appointed the foreign representative of the Journal Company, publishing the Kansas City *Daily Journal,* the Kansas City *Weekly Journal,* and the *Missouri and Kansas Farmer.*

J. J. Hartman With Sherman & Bryan

J. J. Hartman, recently with Ruthrauff & Ryan, has joined Sherman & Bryan, New York, advertising agency. Mr. Hartman, who has specialized in direct mail advertising, was a member of the Charles William Stores organization for five years and previous with the American Druggists Syndicate.

Lloyd Mansfield Leaves Buffalo Specialty

Lloyd Mansfield has resigned from the Buffalo Specialty Co., manufacturers of Liquid Veneer and other products, where he has been in charge of advertising for the past six years, and is now connected with the Moss-Chase Co., advertising agents, of Buffalo, N. Y.

Sears-Roebuck August Sales

Sears, Roebuck & Co. sales for August were $16,271,950, a decrease of $1,737,376 from the figure for August, 1919. For the eight months, however, sales increased $33,414,005 over the same period in 1919, making this year's total to September, $173,483,142.

Advertising Managers Marry

Miss Amy Roettig, advertising and business manager for the Marine Trust Company of Buffalo, N. Y., and S. Gordon Hyde, advertising manager for the Buda Company of Chicago, were recently married in Chicago, and have taken up their home in that city. Mrs. Hyde helped organize the Buffalo League of Advertising Women.

National Commission Would Better Advertising Art

The National Advertising Commission of the Associated Advertising Clubs of the World has appointed a committee to take up with the artists and art organizations of the country the matter of better and more art in advertising. The committee is composed of the following: Chairman, Joseph S. Pottsdamer, Ketterlinus Litho. Co., Philadelphia, Pa.; H. H. Cooke, Wm. Green Inc., 627 W. 43d street, New York City; G. D'W. Marcy, 246 Summer street, Boston, Mass.; Kerwin H. Fulton, Poster Advertising Co., 550 West 57th street, New York City, and Frank D. Webb, Baltimore *News*, Baltimore, Md.

Chairman Pottsdamer has announced a conference of the committee in connection with the meeting of the National Advertising Commission at Chicago on Sept. 21.

Montgomery Ward August Sales

Sales of Montgomery Ward & Co. for August, 1920, were $7,751,458 comparing with $7,619,695 for the month of August, 1919, an increase of 1.73 per cent. Sales for the eight months ending August 31 were $74,398,208, comparing with $556,761,213 in August, 1919; an increase of 31.07 per cent.

New Accounts for Silberstein

L. Black & Co. clothing manufacturers of Rochester, N. Y., have turned their advertising account over to Alfred J. Silberstein, advertising, New York. A campaign has been planned to give greater prominence to the trade-name "Vogue Clothes," under which the Black product is marketed. The Silberstein Agency has also secured the advertising accounts of Rose Brothers, makers of "Modern-Made" trousers and overcoats, New York; Schaffner Brothers, Cleveland, O.; the "K & S" boys' shirts and blouses, and the National Family Laundry Service Corp., New York.

W. E. Tagney With "Builders' Journal"

W. E. Tagney has been appointed western manager of *The Builders' Journal*, with headquarters in Chicago. Mr. Tagney has in the past been with the Chicago *Daily News*, the Chicago office of *The Farm Journal*, and the western office of the *Independent*, New York

Campaign for Eight Manufacturers

The Associated Stylish Stout Wear Makers' Inc., composed of eight manufacturers of wearing apparel for stout women, will run a campaign in rotogravure sections of Sunday newspapers. The advertising will be placed by the John L. Clough Advertising Agency, Inc., of Indianapolis.

Sells $10,000,000 in Insurance

H. B. Rosen, famous business getter of the New York Life Insurance Co., wrote $10,000,000 in March, this year says *Canadian Insurance*. Included were a million dollar policy on Herbert Kaufman, editor of *McClure's Magazine;* one for $500,000 on his brother, Jacob Kaufman, president of the American Safety Razor Co.; two for $500,000 on George Storm, chairman of that company's board of directors, and one for $500,000 on Joseph Mesquita, the vice-president.

Robel & Bryant in Cleveland

Robel and Bryant, Inc., of Chicago, Ill., has opened an office in Cleveland, Ohio, under the direction of Frank B. Rae Jr., with quarters in the Avenue Building. New accounts which this agency has added include: P. A. Geier Co., Cleveland, manufacturers of Royal vacuum cleaners; Ward Love Pump Corporation, Rockford, Ill, makers of agricultural sprayers and pumps; Julius L. Andrae & Sons Co., Milwaukee, Wis., electrical supplies; and the Aurora, Elgin and Chicago Railroad.

Marion Completes Motion Picture Work

Guy E. Marion has completed his war work in New York City with the Community Motion Picture Bureau. This was the agency which supplied the "movies" to all our troops and seamen, both at home and abroad, during the late war, as well as to the English, French, and Italian armies, under the direction of the Y. M. C. A. Mr. Marion built up a library of motion picture information for the large staff of the Bureau and also compiled for the first time an enormous card index, of over 300,000 entries, covering all the pictures released in America since 1915. He now returns to his own professional work of organizing special libraries for corporations, business houses and associations.

New York Advertising Club to Issue Directory

The New York Advertising Club is now engaged in compiling a new membership directory and register.

Presbrey Places Razor Advertising

Frank Presbrey Co., New York, is placing the advertising of safety razors for the Enders Sales Co., New York. The appropriation is reported to be between $90,000 and $100,000.

PAPER

A WEEKLY PRODUCTION JOURNAL FOR PAPER AND PULP MILLS

Goes into practically every paper and pulp mill in North America, as well as most foreign mills. It is referred to throughout the world as the leading authority on the subject of paper making. Its articles and editorials by leading men in the industry give its material a recognition and importance that is unusual in the average trade paper.

The fact that PAPER is accepted as the best medium reaching this industry is proved by its subscription price, $6.00 a year, the highest in the field. The subscribers not only read it from cover to cover, but save it for future reference, which means that its advertising has a decidedly long life and a reader responsiveness which is very high.

The estimated value of pulp and paper products manufactured in 1919 is over one billion dollars. The amount of machinery and incidentals bought and used in manufacturing this total was enormous. As an example the paper industry is the second largest user of steam power in the United States. This means power plant equipment, machinery, tools, belting, lubricants and so on, to a total of millions of dollars every year.

Advertising rates, circulation statement and information regarding the possibilities for promoting your sales in the paper industry can be obtained on application to

PAPER, Inc., 471 Fourth Ave., New York

Shirt Account for Lord & Thomas

Lord & Thomas, Chicago, is now handling the advertising of Charles Alshuler Mfg. Co., Racine, Wis.

Research

and Market Analysis Man Wanted Quickly

Largest publishing house in the Southwest is in immediate need of an experienced man to take charge of Research and Market Analysis work on large state farm paper and two daily newspapers dominating a rich agricultural state. Substantial man, 30 or under preferred, who has had experience with agency or manufacturer. Location splendid city 100,000. Organization strong and progressive. Good starting salary and ample opportunity to develop. Sell yourself in first letter giving complete history of experience and qualifications. Address, Manager, Development Department, Box 984, Oklahoma City, Okla.

BIG BROTHER

The Newest Advertising Aid

A 24-inch flexible advertising layout and space measuring ruler, nicely finished in two colors and highly enameled, with genuine celluloid ruling edges, Agate, Pica, Inch and Newspaper column scales, also charts for instant calculation of type, space and copy areas.

$2 Postpaid Anywhere in the U. S. Money Back If Not Delighted

The Sheehan Advertising Co.

Sheehan for Service

Mitchell Bldg., Springfield, Ohio

We specialize in house to house distributing of

Advertising Literature and Advertising Samples

We solicit your account.

JAMES T. CASSIDY

206 No. Front St., PHILADELPHIA, PA.

Write for our paper "FACTS."

POSTAGE

The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.

POSTAGE · 18 East 18th St., New York City

"The Editor" Moves

The editorial and general offices of *The Editor*, the semi-monthly journal devoted to information for literary workers, have been moved to Book Hill, Highland Falls, N. Y. The printing plant of the publication will remain in Ridgewood, N. J.

Change on "Cooperators' Herald"

S. A. Mellen, who has been in charge of the foreign advertising division of the *Cooperators' Herald*, official organ of the Equity Cooperative Exchange, published at Fargo, North Dakota, with headquarters at Nashua, Iowa, left September 1 to enter newspaper work in Wisconsin. He is succeeded by R. Forest McConnell, who has been connected with the home office of the *Herald* in Fargo, North Dakota.

Italy Uses Floating Fair

The success of the sample fairs held both in Milan and Padua seem to have been sufficient to stimulate further interest in this plan of developing sales. It is claimed that at the Milan fair actual orders amounting to 500,000,000 lire were taken. Figures for the Padua fair are not yet available, writes Trade Commissioner Maclean.

The latest project of this character is that of a floating fair on board the steamship Trinacria, which will cover the principal cities of the Western Mediterranean in the interests of Italian manufacturers. After sailing from Naples stops will be made at Tunis, Algiers, Tangiers, Lisbon, Barcelona and Marseilles, returning to Genoa. The date of departure will be about the middle of August, and the ship will return to Genoa in October.

The length of the stay in each port will vary in accordance with its importance, from four to seven days. The cost to exhibitors will be 5,000 lire, in which all expenses are included. Provision has been made for special exhibits of practically all kinds of goods, whose manufacture in Italy is important, including food products, textiles, machinery, automobiles, glassware, art goods, etc.

Five Newspapers Offer Prizes

The New York *Evening Post*, Chicago *Tribune*, Omaha *Bee*, Salt Lake *Tribune*, and a Cleveland, San Francisco or Sacramento paper yet to be selected have united in offering a prize of $1,000 for the three best mileage records made on any division of the new air mail service between New York and San Francisco. These papers are along the route of the trans-continental air mail which opened on Wednesday, September 8. The prize will be divided into three parts—$500 first, $300 second and $200 third. The period of contest will be six months from the start of the service.

U. S. Trade With South America

The share of the United States in both the import and export trade of each of the West Coast countries of South America in 1918 showed a very marked gain over the prewar average. Exports from Chile to the United States increased from an average of 19 per cent of the total exports in the five years from 1909 to 1913, to 64 per cent in 1918, while in Bolivia the share of the United States increased from 1 to 42 per cent.

The greatest relative gains made by the United States in the import trade of the West Coast countries were in the case of Chile, whose imports from this country increased from an average of 13 per cent of the total imports in the five years 1909 to 1913 to 46 per cent in 1918, and in the case of Peru, where imports from the United States in the same period increased from 23 to 54 per cent of total imports.

Uruguay Is Importing More

The total foreign commerce of Uruguay in 1919 amounted to 189,393,943 pesos, of which 42,103,986 pesos represented imports, and 147,289,957 pesos exports. There was an increase in imports of 3,813,432 pesos, and in exports of 31,665,641 pesos, or a total increase in the trade of 35,479,073 pesos, as compared with the extent of trade in 1918.

Estimating the Uruguayan peso at $1.04 United States gold, the value of the foreign trade for the year 1919 was: Imports, $43,788,145; exports, $153,181,555; total, $196,969,700. For 1918 the amounts were: Imports, $39,822,176; exports, $120,49,289; total, $160,071,465.

Next Paris Fair in May

The next Paris Fair will be held from May 10 to May 25, 1921. The demand for space is said to exceed the demand in former years, and the success of the exposition is apparently assured. Information may be secured from the Managing Committee, at 8 Place de la Bourse, Paris.

Edward L. Merritt Dies at Eighty-four

Edward L. Merritt, aged eighty-four, for nearly half a century prominent in the public affairs of Illinois, died in Springfield, Ill., Sunday night following an operation.

Mr. Merritt, who was born in New York City in 1836, came to Illinois in 1841. With his father, John W. Merritt, he became proprietor of the Illinois *State Register* at Springfield in 1864, disposing of it in 1877. From 1887 to 1888 he was editor and manager of the Omaha, Nebraska, *Herald*, now the *World-Herald*.

Mr. Merritt served four terms in the Illinois general assembly and acted as assistant secretary at three Democratic national conventions which nominated Grover Cleveland. He was an honorary pall bearer at the funeral of President Lincoln.

YOUNG MEN WANTED TO SELL ADVERTISING SPACE IN DAILY NEWSPAPERS

The young men we are looking for have a good education, probably are university or college graduates. They have perhaps no advertising experience, but possess the qualifications that make for salesmanship—clear thinking, courage, ambition, integrity, good appearance, personality, willingness to work hard—and a genuine desire to learn and become real salesmen.

Write fully, giving age, nationality, education, what selling or business experience you have had, if any, whether living with parents, and why you think you are qualified to follow the line of work designated. Address "G. R. K.," Box 278, Advertising & Selling.

"GIBBONS KNOWS CANADA"

MONTREAL TORONTO WINNIPEG

Twelve Principles Upon Which to Work Out Employment Problem

One hundred and eight commercial and industrial organizations in the state of New York have gone on record in support of a declaration of twelve principles of industrial relations designed to establish a basis on which employers and employees may work out employment problems.

The vote was taken on the report of a committee of the Chamber of Commerce of the United States submitted to a country-wide referendum of business associations. The principles received the overwhelming approval of the organizations voting in every state in the union.

The statement of principles on which the vote was taken are summarized briefly, as follows:

1. Every person has the right to engage in any lawful occupation and to enter individually or collectively into any lawful contract of employment, either as employer or employee.

2. The right of open-shop operation, that is, the right of employer and employee to determine the conditions of employment relations with each other, is an esential part of the individual right of contract possessed by each of the parties.

3. All men posess the equal right to asociate voluntarily for the accomplishment of lawful purposes by lawful means but such association confers no authority over, and must not deny any right of, those who do not desire to act or deal with them.

4. Asociations or combinations of employers or employees, or both, must be legally responsible for their conduct and that of their agents.

5. The restriction of productive effort or of output by either employer or employee for the purpose of creating an artificial scarcity of the product or of labor is an injury to society.

6. The wage of labor must come out of the product of industry and must be earned and measured by its contribution thereto. It is the duty of management to cooperate with the worker to secure continuous employment.

7. The number of hours in the work day or week in which the maximum output, consistent with the health and well-being of the individual, can be maintained in a given industry should be ascertained by careful study and never should be exceeded except in case of emergency, and one day of rest should be provided. Reduction in working hours below such economic limit, in order to secure greater leisure for the individual, should be made only with understanding and acceptance of the fact that it involves a commensurate loss in the earning power of the workers, a limitation of output and an increase in the cost of the product.

8. Adequate means satisfactory to the employer and his employees, and voluntarily agreed to by them, should be provided for discussion and adjustment of employment relations.

9. When the employer and his employees do not deal individually, but by mutual consent through representatives, representatives should not be chosen or controlled by or represent any outside group of interest.

10. The greatest measure of reward and well-being for both employer and employe and the full social value of their service must be sought in the successful conduct and full development of the particular industrial establishment in which they are asociated.

11. While the right of government employees, to secure just treatment must be amply safeguarded, the community welfare demands that no combination to prevent or impair the operation of government or of any government function shall be permitted.

12. The power of regulation and protection exercised by the State over the corporation should properly extend to the employees in so far as may be necessary to assure unimpaired operation of public-utility service.

"Christian Science Monitor" in A. N. P. A.

The *Christian Science Monitor* of Boston, Mass., has been elected to active membership in the American Newspaper Publishers' Association.

New Advertising Service

The Scogreen Advertising Service has been incorporated in New York with a capital of $10,000 by H. M. and T. D. Schoble, Jr., and R. A. Green, of New Rochelle.

Army Sales Director Leaves

The resignation of Guy Hutchinson, First Assistant Director of Sales, effective September 15, has been announced by the War Department. Mr. Hutchinson, as a lieutenant-colonel, was formerly assistant chief of the motors and vehicles division of the Office of the Director of Purchase, which did the buying of all motor equipment for the army.

As First Assistant Director of Sales, Mr. Hutchinson was charged with the responsibility of working out the details of the War Department's campaign to sell to the American public millions of dollars worth of canned meats, which sale is now in progress and which is believed to be the greatest subsistence distribution ever undertaken by a government.

United Drug Sales Increase

Net sales of the United Drug Company for the first half of 1920 were $34,947,343, an increase of more than $7,000,000 over the corresponding period of 1919. Net profits after taxes amounted to $2,587,595.

Gil Boyle Heads Bankers' Directory

Gil Boyle, formerly manager of the *Bankers' Monthly*, has been made manager of the Rand McNally's Bankers' Directory—the *Blue Book*. Mr. Boyle, before entering the financial publication field, for twenty years was managing editor of the Louisville, Ky., *Evening Post*. He succeeds George K. Reed, who is now middle western manager for Edwin Bird Wilson, Inc.

Mace Made National Biscuit Sales Manager

A. C. Mace, for many years advertising manager of the National Biscuit Company, has been appointed sales manager of the company. He will continue at the head of the advertising department and general direction of the National Biscuit Company's marketing and promotion operations will be placed in his hands.

Rowe Stewart Appoints Sub-Committees

President Rowe Stewart of the Associated Advertising Clubs of the World, to put into effect a resolution adopted at a recent meeting of the executive committee of the association, has appointed the following sub-committees of the executive committee:

Headquarters—John E. Raine, chairman; John Ring, Jr., and Frank A. Black.

Vigilance—T. W. LeQuatte, chairman; H. C. Burke, Jr., and H. H. Charles.

Associated Advertising—Wm. J. Betting, chairman; Bert M. Garstein and John E. Raine.

Educational and Club Contact—Frank A. Black, chairman; W. P. Strandborg and Jane J. Martin.

Finance—John Ring, Jr., chairman; F. W. Stewart, W. Frank McClure, R. H. Donnelley, E. T. Meredith and Charles A. Otis.

Annual Convention—Frank E. Lowenstein, chairman; J. E. Fitzgibbon and F. D. Zimmerman.

Canada to Own Biggest Railroad

The Canadian government will own the largest railway system in the world when the amalgamation of the Canadian National, the Grand Trunk and the Grand Trunk Pacific railway lines is completed in a few months. Through the merger, the Canadian National Railways will control 22,000 miles of railway, employ 70,000 persons, operate 2,000 modern locomotives, 1,800 passenger cars and 70,000 freight cars of a total carrying capacity of 600,000 tons.

The merger carries with it thirty-two ships sailing from Atlantic and Pacific ports. The government program calls for construction of 30 more freighters, which will bring the total capacity of the fleet to 360,000 deadweight tons. Sixteen ships will sail out of Vancouver to China, India, Japan, Hawaii, East Indies and Australia ports, and the remainder from Quebec, Montreal and Halifax to Europe, South America and the West Indies.

Three Accounts for Sherman & Bryan

Sherman & Bryan, Inc., New York, have been placed in charge of the advertising of the following concerns: Rico Milk Products Co., East Troy, Wis., and Bush Terminal Building, Brooklyn, N. Y.; W. K. Jahn Co., Brooklyn, N. Y., importers of confectioners' and bakers' specialties; and Bessie Damsey, New York, negligees and silk underwear. Newspapers throughout the country will be used for the Rico company, trade papers for the Jahn company, and trade and consumer publications for the Damsey account.

Chrysler Six Account with McGuckin Co.

The Eugene McGuckin Co., Philadelphia, has been appointed to handle the advertising for the new Chrysler Six motor car to be placed upon the market by the Willys Corporation, Elizabeth, N. J.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

Features in this Number

September 11, 1920

Advertising Builds World-Wide Candy Mint Sales..*E. J. Noble* 3
The president of "Life Savers" gives efficient publicity credit for one of America's most conspicuous marketing successes.

Package Advertising Succeeds in Motor Accessories, *J. F. Oberwinder* 5
Policy of featuring container lifts "Leak-Proof" piston rings from dealer's counter bin to his shelves.

Advertising Cooperation By Competitors.....*F. W. Wilson* 7
A method that educates the public at the expense of all who benefit by sales stimulus.

Keeping Pace With Commercial Art..... 8
The second in a series of articles closely glimpsing the newest methods and effects in advertising illustrations.

Making Business Paper Space Build Sales.....*L. L. McNamara* 15
How the Show-How Advertising of the McKiernan-Terry Drill Company is paying its way with sales and building international good-will.

Sales Letters the Dealer Will Read.....*Maxwell Droke* 16
Any sort may serve if they contain ideas that will help him to buy at a saving and sell readily at a profit; some examples.

Advertising the Products of the Shelton Looms, *Minna Hall Simmons* 18
Coordination of fabric manufacturer with the Fashion Creator, the Buyer and Madam, the Public, by a Fashion Show.

Liberal Dealer Displays Build Colorite Sales....*Robert Vincent* 23
How the Carpenter-Morton Co. of Boston, made the 1920 straw hat season yield satisfaction to sellers and users of stain.

Advertising Now for Tomorrow's Sales.....*Granger C. Lederer* 26
The good will you build today may be the biggest factor in meeting competition that grows out of your success.

Space ..... *Strickland Gilliland* 27
The poet pines over the practices of prevaricating publicists.

"Catering" to Foreign Customers 30
Export orders call for painstaking attention, but in the long run it pays; balance your domestic facilities first.

America's Opportunity in the Orient.....*Herbert A. Andresen* 32
What twenty months of investigation of the eastern situation have revealed to an American business man.

Calendar of Coming Events

September 14-16—Annual Convention, Outdoor Advertising Association, Cleveland, Ohio.

Sept. 20-25—Sixth National Exposition of Chemical Industries, Grand Central Palace, New York.

Sept. 20-30—Annual Convention Bakery and Confectionary International Association, Cincinnati, Ohio.

September 22-24—Annual convention, National Petroleum Association, Hotel Traymore, Atlantic City, N. J.

September 27-30—Annual Convention, National Association of Advertising Specialty Manufacturers, Hotel Sherman, Chicago.

October 1-2—Meeting, National Association of Sweather and Knitted Textile Manufacturers, Milwaukee, Wis.

October 6—Annual Convention National Association of Electrical Contractors and Dealers, Baltimore, Md.

October 11-13—Annual Convention National Association of Purchasing Agents, Chicago.

October 11-14—Annual Convention, National Association of Stationers and Manufacturers, St. Louis, Md.

October 11-16—Annual convention, American Association of Advertising Agencies, Chicago, Ill.

October 13-15—Annual Convention, National Implement and Vehicle Association, Atlantic City, N. J.

October 15—Annual convention, Audit Bureau of Circulations, Chicago, Ill.

October 18-22—Annual Convention. American Bankers' Association. Washington. D. C.

October 27-29—Annual Convention, Direct Mail Advertising Association and Association of House Organ Editors, Detroit, Mich.

Giving False Information to Newspapers a Crime in New York

Beginning with September 1, it became unlawful in New York State to furnish false information of any character to publishers with a view of promoting publicity or for any other purpose.

The new law which was passed during the winter session by the State Legislature reads as follows:

"Any person who knowingly and willingly states, delivers or transmits by any means whatever to any manager, editor, publisher, reporter or other employee of a publisher of any newspaper, magazine, publication, periodical or serial, any false and untrue statement of a fact concerning any person or corporation, with intent that the same shall be published, is guilty of misdemeanor."

It is believed that several other states will soon pass similar measures. Early this Summer, as reported in Advertising and Selling, a bill was introduced in the Georgia Legislature making it a crime to give false information. This action was brought about because an Atlanta newspaper published a news item regarding an engagement announcement which was false. As a result of the publicity the young lady in the case committed suicide. Although the Georgia legislation was aimed to put a stop to contemptible practices such as cited above, the New York act was designed chiefly with the object of regulating practices of press agents.

Y. M. C. A. Advertising Course

The sixteenth annual course in advertising at the 23d Street Y. M. C. A., New York, will begin October 13, and will continue for twenty-four weeks. The course will be in charge of Frank Le Roy Blanchard, who has directed the study there since its organization in 1904. H. W. Doremus, specialist in financial advertising, will assist Mr. Blanchard. Included in the list of speakers this year are many prominent members of the advertising profession, authorities on the

Louis Garthe Dead

Louis Garthe, for thirty-three years head of the Washington bureau of the Baltimore *American*, and one of the best known Washington correspondents, died in Washington, Wednesday, aged 59 years. He became ill three weeks ago with acute indigestion and heart complications developed, causing his death.

Mr. Garthe was born in Baltimore Sept. 10, 1861, and after having been graduated from Johns-Hopkins University, entered newspaper work in Baltimore. He established a New York office for the Baltimore *American* in 1885 and a year later went abroad on the occasion of the investure of Cardinal Gibbons at Rome, to report the event.

He was regarded as one of the best informed political writers and knew intimately all the men of affairs in the last generation.

Mr. Garthe was a member of the Cosmos Club and a former president of the Gridiron Club, as well as a governor of the National Press Club. His widow was Miss Emma Berry, a sister of the President of the Chesapeake & Potomac Telephone Co.



A Craftsman's Opportunity

EDITORS of house organs are playing an important part in the commercial growth of America.

Anyone can suggest starting a house magazine. There is usually plenty of material to make the first few issues live and interesting. Then comes the test of the editor.

If he can make each issue better than the last, if he can make his messages breed sales and team-play, if he can write a hundred words that will make his readers think a thousand—then dollars cannot measure the value of his service.

If you can answer "yes" to these three questions, your house organ is a success:

1. Do you get requests to reprint?
2. Do you get requests for extra copies?
3. Is the physical make-up of your magazine occasionally copied or imitated?

Most house organs are well done, well printed. The standard is high. We can advise those who have had their troubles in equalling the mechanical excellence of some of their brother editors.

better paper better printing

There is a suitable printing paper to be had for every requirement of modern printing.

Some house organs deal largely with fine illustrations. Warren's Lustro prints the finest half-tones beautifully, and no standard screen is too fine for its surface.

Perhaps you let type do all your talking. There is Warren's Olde Style, a paper which is to type faces what acoustics is to a public speaker.

For continued reading with now and then an illustration where detail is not too fine, there is an opportunity to use Warren's Library Text. Here is a paper that is restful to the eye and pleasant to the touch; strong for binding, with a surface that takes clear, clean half-tone impressions. By all means know it.

Warren's Cumberland Machine Book is a machine-finish paper that carries light and heavy face type equally well, and takes half-tones up to 120-line screen.

A comparison of all the Warren Standards will suggest possibilities for using inserts along with the regular body stock that can be economical as well as effective.

S. D. WARREN COMPANY, BOSTON, MASS.

Examples of the kind of printing any good printer, or any buyer of printing may legitimately expect if a Warren Standard Printing Paper is used, may be secured by writing us, or by consulting Warren's Paper Buyer's Guide, or the Warren Service Library.

Warren's STANDARD Printing Papers

Warren's Paper Buyer's Guide and the Warren Service Library are to be seen in all the public libraries of our larger cities. They are also on exhibit in the offices of catalog printers and the merchants who sell Warren's Standard Printing Papers.

Stop abusing the word "EXCLUSIVE"

THE man who says that a small circulation is "exclusive" doesn't know what he is taking about.

The fact is it is the other way around.

It is the big things that are "exclusive", not the little things.

You can buy small circulations in every town on earth, but there is only one publication in the world with a circulation in 2,500,000 progressive homes.

And, that is the American Weekly—"exclusive" in the sense that it is the only medium of its kind.

A great manufacturer of perfumes and toilet powders*, up to a few years ago, was in the habit of confining his efforts to exclusive circulation. His business remained exclusive in the sense that only a comparatively limited number of people bought his products.

About three years ago he realized that only big circulation can bring big results.

His first advertisement in the American Weekly offered a sample of one of his products for 10 cents. It produced $1,100 in dimes—almost twice the cost of the advertising.

Since then this single firm has spent in the American Weekly over a **quarter of a million dollars** with proportionately remarkable results.

*Name of advertiser on request.

The American Weekly

A. J. KOBLER, Manager

1834 Broadway New York City

Western Representative

W. J. Griswold, Hearst Bldg., Chicago, Ill.

5 Cents the Copy $3 the Year

Advertising & Selling

SEPTEMBER 18, 1920

Public Library, Kansas City, Mo.



Why Color Ads Pay in The Chicago Tribune

Only in the Fiction Section of the Sunday paper does The Chicago Tribune sell color. What the public think of this Fiction Section is evidenced by the fact that it has been a prime factor in raising circulation from 350,000 to 750,000 during the past five years. Announcement of new serials and short stories has produced immediate circulation gains, indicating that The Sunday Tribune is purchased with the intention of reading the Fiction Section.

It has long been the practice for newspapers to print second rate or second-run fiction, but The Chicago Tribune has broken away from this tradition. It buys the best stories by the leading authors of the day bidding against the magazines for literary prizes by Chesterton, McCutcheon, Hergesheimer, Blasco-Ibanez, Walpole, etc.

Not more than three color ads can appear in any issue of The Chicago Sunday Tribune so that every one stands out conspicuously.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Tribune Bldg., Chicago 512 Fifth Ave., New York
400 Haas Bldg., Los Angeles

Write for 1920 BOOK OF FACTS



EVERYBODY EATS

NO other appeal is quite so universal as the food appeal. Real food before you on the table is most appealing of all. Next in effectiveness, in arousing hunger, is the reproduction of that food in its actual size and true colors. The very physical nature of the car card provides a natural opportunity to do this, and Procter & Gamble are taking full advantage of it in presenting the tempting foods made from Crisco.

The two subjects reproduced here in miniature are interesting representatives of this year's Crisco campaign in the street cars. The cards were prepared by the Street Railways Advertising Company.



CUTS BY NEW CENTURY COLOR PLATE CO. N. Y.



GIVE YOUR BUSINESS MORE ROPE

Of course you are not starving to death on the city and town trade covered by your present advertising plans. But why confine your efforts to the cities and towns when you know the farmer has money and can use your product?

A constructive campaign in Successful Farming's advertising columns will enable you to reach the new business that awaits you outside the city limits.

More than 800,000 farm families pay us an annual fee for services which they use in their business.

SUCCESSFUL FARMING

E. T. MEREDITH, Publisher
Des Moines, Iowa

T. W. LeQUATTE
Advertising Manager

ADVERTISING & SELLING, SEPTEMBER 18, 1920
30th year. No. 13. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1870. Price, 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City

—essentials:

If you were going into the retail dry goods business—

If you were going to open a good progressive dry goods store or department store in some good-sized town—

There are certain things you would need besides capital before you were in position to make a sale.

You would need a location, a building, fixtures and equipment of all kinds.

You would need a sufficient quantity of merchandise in every line that you intended to carry.

But—first of all you would need the Dry Goods Economist.

* * * *

The big stores of America are built to Economist ideals—and regulated on Economist principles.

They look to the Economist for advice on every phase of merchandising from store plans and delivery systems to accounting and advertising.

They look to the Economist for advice on merchandise—what, where and how to buy.

Their selling plans are based on Economist information.

Their store policies are Economist doctrines of merchandising.

The business messages of various manufacturers are just as much a part of the week's news in the Economist as is the editorial comment.

Remember:

The big merchant is first of all a buyer. His success is built on his ability to select merchandise that will compete in quality and value with merchandise similarly selected by his competitors.

He wants to know the merchandise facts about your product.

If the Economist is not carrying your merchandising message every week to the more than fifteen thousand buyers and store executives who read it as a business essential you are losing a great deal more than we are.

Do you really know the DRY Goods ECONOMIST?

DRY GOODS ECONOMIST
239 West 39th St.
New York

* 97%

of Dry Goods and allied lines are sold on the recommendation of the Retail Merchant

In the eyes of the Consumer he is responsible

* Issued by Gerard

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

J. M. Hopkins, President;
H. B. Williams, Vice President;
William B. Curtis, Treasurer;

ADVERTISING & SELLING CO., Inc.,
471 Fourth Avenue, New York, N. Y.
Telephone, Madison Square 1765

M. F. Duhamel, Managing Editor;
Ralph B. Smith, Associate Editor;
George Roosevelt, News Editor.

30th Year | SEPTEMBER 18, 1920 | Number 13

What Kind of Advertising Makes the Selling of Your Product Easiest?

Facts That Appeal to the Manufacturer May Not Be Selling Points In the Mind of the Consumer Who Judges the Appeal As a Whole

By "THE OUTSIDER"

BABE RUTH struck out three times and grounded out to the pitcher once on Labor Day afternoon. And good old Sir Thomas Lipton trailed the *Shamrock* in behind the *Resolute* three times in the international cup races a few weeks ago.

Yet the "Babe" faced that pitcher with a regulation bat in hand as usual and Sir Thomas competed against the fleet American with the best yacht that he had brought across the ocean in all his gallant career.

So we don't have to "fancy Babe Ruth's coming to bat with a whisk-broom in his fist, or Tom Lipton trying to lift the cup with a canoe" to visualize the humiliation of either, as Mr. Paul W. Kearney seems to imply in his article in the September 4 issue of ADVERTISING & SELLING entitled "Has Selling Power Gone Out of Style?"

THE "INSIDE" VIEWPOINT

Mr. Paul W. Kearney owes the writer of this letter one afternoon—five hours—spent among magazine files of the last three months looking through the advertising pages for the figurative "whisk-brooms" and "canoes" that Mr. Kearney hints are so distressingly prevalent there. Thanks to him, I missed Slugger Ruth's downfall.

I don't want to bring a blanket indictment against Mr. Kearney as he does against modern advertising, but, in retaliation, I do want to question some of his premises and a little of his dogma. I think that he "got off on the wrong foot," took the wrong trail and looked over the situation from the wrong viewpoint.

Some of our modern advertisements are very weak sisters, indeed, but seldom to the degree that Mr. Kearney indicates and more seldom in the way that he insists.

I am of the opinion that he "got off on the wrong foot" when he led off with that illustration of the new era salesmen who "flit hither and thither and yon," and his conception of the end of the advertisement as brought out here shows the wrongness of his whole viewpoint. It is a viewpoint selected very much on the "inside," back of the scenes where advertisements are made and from which the makers of advertisements are so prone to see the product as something that everybody reads in the same psychological atmosphere as that which surrounds the maker, with the same closeness of attention to mere detail, with the same analytical mind that is so apt to ignore the broad general impression of the ensemble.

It seems to me that Mr. Kearney ought to know two very essential things about the aim and the effect of the advertisement: That it is not in ninety-nine cases out of a hundred a direct selling instrument intended to get an immediate buying reaction; and that what is going to count as a selling point with the mass of readers is more readily and more accurately defined from the outside than from the inside, unless the "insider" can get outside his cubby-hole.

PRAISE OR BLAME?

I am a mere Outsider, but I do read advertisements. I am foolish enough to believe that I can call the turn on a finished advertisement—call it good or bad, successful or unsuccessful—most of the time. I believe that if modern advertising has shifted the merchandising load it has shifted it from the slow, groaning, crude old one-horse-power

Something Wrong?

LAST week Paul W. Kearney, a former associate editor of ADVERTISING & SELLING *contributed to this magazine an article entitled, "Has Selling Power Gone Out of Style:" in which he declared that modern advertising, in taking on the trappings of cosmopolitanism and culture has, in many cases, divorced the old-fashioned merchandising load. In a letter to the Editor, which is reproduced herewith, a writer signing himself "Outsider" has taken issue with Mr. Kearney on the value of "direct selling points" and laid interesting emphasis on the attention-compelling feature of the advertisement and on its need of strength as a whole. In doing this he has cited, to praise, examples of advertising which Mr. Kearney criticized adversely.*

Mr. Kearney, says the "Outsider," has diagnosed the weakness of modern advertising from an "inside" viewpoint—and he maintains that he himself has examined it through the consumer's eye. Are you satisfied that one or the other has laid his finger on the malady, or that there is any malady? We are glad to find that Mr. Kearney's article has aroused wide discussion and hope that others will add to the fund of information as to current opinion that it is developing.

THE EDITOR.

truck on to a light, fleet, high-powered speedster that delivers the message in a fraction of the old time and with a fraction of the old noise and effort.

In looking through my magazine files under Mr. Kearney's prompting, instead of the "whisk-brooms" and "canoes" that he implied were so thick there, I found everywhere sturdy "bats" and dashing "cup yachts." At the same time, I found advertisers striking out and trailing in behind their competitors in spite of the perfected instruments of swat and speed which modern art and science have placed in their hands.

I found, as Mr. Kearney prophecied, motor car insertions that "could be run in *House & Garden*"; tire advertisements that "would fit in the *National Geographic*," and tailor's copy that "*Vanity Fair* could use as an editorial cut." But I found to praise and not to blame.

Let us pause over these three classes of advertising and specifically over examples of them that seek to create a strong, general, favorable impression rather than to put across certain definite, detailed selling points in accordance with Mr. Kearney's creed.

SOME CURRENT MOTOR ADVERTISING

Examine the current advertising of the Paige-Detroit Motor Car Company, the Auburn Automobile Company, the Liberty Motor Car Company, the Cole Motor Car Company, the Standard Steel Car Company, among others, and you will find in a major part of their copy little attempt to sell the consumer on technical points but only a very assured disposition to create a favorable reaction in the consumer's mind. The impression of beauty, of dignity, of refinement, of dependability is achieved—not always successfully because the heavy hitters sometimes strike out—by the effect of the advertisement as a whole; and it is the unique impression, not technical selling points that a thousand competitors could reproduce, that the prospect carries to the dealer where, in the proper place, technical points are made selling points.

Tire advertisements? I have before me a double page advertisement of the Goodyear Tire and Rubber Company, one page of which shows a tinted photograph of a clearing on the 20,000 acre Goodyear estate in Sumatra—just "made" for the *National Geographic*—with the other page taken up by the story of the constructive work going on there, the character of which is said to be reflected in Goodyear Tires. "Generalities" as Mr. Kearney says, and a simple statement that "The results of such endeavor are seen today in the capacity of Goodyear Cord Tires to deliver a kind of performance unapproached in any earlier type of tire." No mileage statements, no construction data; but who wants it? The impression got across and the impression as a whole is the real selling point.

TIRE ADVERTISEMENTS THAT IMPRESS

When I next go around to the garage in search of a new set of tires, I am going to ask my friend, Jim Jackson, about the qualities of Michelin tires. The Michelin page with its "generalities" and its picture of the "Tire Man," the Michelin trade character, has, by constant repetition of the same old theme, so burnt itself into my consciousness that I must know something about the tire's quality. The advertisement directs me to "Ask Any Dealer." I should have passed it over if it had been devoted to a list of specifications and had left to Jim the job of creating the impression.

While I am at it, I shall probably ask Jim something about General Tires, of the advertising of which Mr. Kearney speaks so slightingly. But Jim will have to make the *favorable* impression in this case. The advertisements have made *an* impression on me—upon Mr. Kearney, apparently—upon every magazine reader, I'll wager. The "Signs of Friendship" series—particularly fitting copy for the *National Geographic*—has probably attracted more consistent attention from "outsiders" than any other tire advertising now running—and has been remembered longer, in general and in detail, after its medium has been laid away. The strong impression it made upon me was not a *favorable* impression simply because I find fault with Mr. K. M. Ballantyne's misty, blurred-outline art. I should have preferred harder outlines, more compelling composition, a stronger, heavier hand on the picture. If the result as it appears in black and white is the sacrifice of the effectiveness of black and white to effectiveness in color (from which I believe the black and white illustrations in the magazines are reproduced) I should not have made the sacrifice but should have had the illustrations done originally in black and white. Given really impressive strength in the picture, I should ask little more effective copy, more calculated to send me inquiring of my dealer than: "The General Tire has not made friends overnight; but everywhere that its endurance has been put to the test it has shown such stamina, staying power and strength that there never has been a year in its history that hasn't doubled its sales."

Lastly, to revert to Mr. Kearney's charges, we have "tailor's copy that *Vanity Fair* could use as an editorial cut"; to wit, the Kuppenheimer and Hart, Schaffner & Marx advertisements on the inside of the front cover and on the single advertising page ahead of the editorial text in the *Saturday Evening Post*, and the double pages of Edward V. Price & Company further back. The human is a "queer critter," Mr. Kearney, and he'll find the picture news that the "lords of creation" who attend the cup races and the polo matches are wearing branded clothing a much more compelling motive to buy such branded clothing than all the so-called "selling points" that you can shoot at him.

THE HUMAN "CRITTER"

'Fact is, he'll buy on the strength of pictures alone, with the added impulsion of but a minimum of selling copy. Knowledge of that "queerness" has led the New Departure Manufacturing Company to rest its case on occasions with a picture of a tractor or touring car in a landscape setting inserted within a big ring of ball-bearings; has persuaded the makers of Systems Bond to pin their faith to a photograph of a woman holding a page of Systems Bond up to the light to show the watermark; has covered pages with pictures of Gold Medal Flour bags or Gold Medal Flour products with no addenda but the signature and the familiar "Eventually. Why Not Now?"; has induced Stephen F. Whitman & Son to give us a picture of the familiar "samplar" box, supported only by the trademark, the caption, "America's most famous box of candy," and the information that "The samplar is sold by our agents everywhere"; has produced wonderful photographs and the line "Kodak as you go" to "put across," unaided, the selling message of the Eastman Kodak Company; has allowed Coles Phillips to show us a colorful depiction of a "Coles Phillips girl" with a tray of grapes and a reproduction of the package to represent the selling effort in behalf of Adams California Fruit Gum.

But I admit that this is taking a foul hold on Mr. Kearney's logic for I have chosen chiefly examples of advertising that feature old, well-established products that have been sold hard over historic years and demand of advertising today only forceful reiteration of a familiar name or a familiar service to keep themselves in the focus of the consumer eye. I do it with malice aforethought to impress upon Mr. Kearney, the strength of the illustration, as a contributing factor, and of the general impression, as a whole, in determining the long-run selling power of the advertisement. If a new product like Vivomint, the advertisement for which, Mr. Kearney points out, "isn't 'above" running a coupon and a paragraph in the text selling the sample" is going to "get across," it is going to do so as much by the power of that general pleasure-producing impression of its copy as by miscellaneous paragraphs and coupons. The average prospect isn't a fish, but it is the bright fly, which is the general appearance of the advertising hook, that attracts him.

EMPHASIZING GENERAL EFFECT

I don't say that the advertising hook shouldn't be barbed with selling points to hold the prospect once he is caught. It usually is so barbed; sometimes barbed so thickly that one cannot see the fly for the barbs. In fact, the difficulty I had in selecting advertisements with an irreducible minimum of selling points convinces me that Mr. Kearney and his friend, the "nationally famous manufacturer" had very little excuse to get excited over the particularly "horrible condition of affairs" he pictures. I believe with him and every other advertising man, and a good many critical "outsiders" like myself, that modern advertising hasn't reached perfection; but I believe he has laid emphasis on a minor fault and one that is not indicative of what is wrong with modern advertising. If I should attempt to illustrate what has happened in this seller's market period, this time of oversold production, this fast-waning era of effortless sales, I should have to use a figure of speech. I should perhaps say that the waxen figure of Advertising, moulded over long years by the hands of skillful advertising men, has been left for a little while under the hot rays of the golden sun of easy success, and that possibly its strength of composition, its sharp, clean-cut definiteness of outline, its square, hard, crude power of moulding its general forcefulness had been weakened and blurred and softened. This is the trouble, Mr. Kearney, if there is any trouble; and it is no matter of forgotten or omitted "selling points."

My apologies, Mr. Editor, for boring you so long, but an old man must have his grudge for a lost afternoon.

Saving The Would-Be Customer's Time

An Officer of the Northern Hardware & Supply Company Suggests How Advertisers May Help

ONE way in which a national advertiser may assist his prospective customers and reduce his selling costs, is pointed out by the writer of the letter published herewith, I. Gilbert Taylor, of the Northern Hardware & Supply Co., of Menominee, Mich. Mr. Taylor recently broached this subject to the editor of *Hardware Age,* who promptly put the proposition up to Advertising & Selling.

We believe our readers will find some profit in a perusal of Mr. Taylor's letter:

"A great many times, we are confronted by an advertisement in your magazine, as well as other trade journals, of a manufacturer who asks in his advertisement to write for catalog and prices, and if you are interested, you will naturally write for further information, regarding whatever particular line you are interested in.

"For instance, you write to a manufacturer in New Britain, Conn., or Providence, R. I., or New York City, or a hundred other places in the East as the case may be. About 75 times out of a hundred, you get a reply within three or four days, asking you to address their branch office in Chicago, or Minneapolis, or Detroit, as the case may be, and to address all communications to them in the future. Then, in three or four days, you get a reply from the branch office referred to, stating that the factory has advised them of your inquiry, and they herewith give you their proposition, but in the future, "please address all communications to this office in order to save time."

"Now, the point we are driving at is this: Why under the sun, when an advertiser advertises, why does not he put in the address of his various branch offices and warehouses. It will save about a week's time in getting a reply, and it would be surprising if you were to find out how big a saving of time it would be for the person dictating letters, for stenographers' time, not to count in the cost of postage and stationery.

"There are several of the wide-awake executives who probably realize what this means, not only to themselves, but to their many prospective customers scattered throughout this broad land, and they finish up their ad, giving the address of their various branch offices. We believe the time is ripe for all the advertisers to indicate in their ads, their various branch offices and warehouses. This will apply, of course, to the Middle Western states, and to factories in the extreme east.

"There is a tremendous lot of advertising being done, and a tremendous lot of correspondence going on between the middle western states and the east, and you can readily appreciate the vast saving in time and money, if our views in this matter were carried out, and every advertiser, regardless of where he is located, would be benefited.

"We believe that if you were to publish our letter in your journal, it would be read by a great many of these people, and possibly would bring about a reform in the way they address themselves in their various advertisements. Would like to have your views on this matter, and if you approve of this letter being published, would kindly ask that you have it followed with the foot-note to have other publishers please copy in order that other trade journals might get this letter, thereby having it come under the eyes of a great many firms who advertise along the old method."

Selling a Higher Priced Product that Promises Ultimate Economy

How the Wyoming Shovel Works Is Overcoming the Obstacle of Increased First Cost to the User in Its "Red Edge" Campaign

By WARD GEDNEY

THERE are a million dozen shovels and scoops manufactured, sold and used in these United States every year.

The shovel, in some form, is the world's oldest tool. Cain undoubtedly used a shovel to dispose of the evidence after he had set the historic precedent for homicide.

From Garden of Eden times down to the present day shovelling has played an important part in the progress of civilization. The modern laborer shovelling away in the excavation for a skyscraper had his counterpart in the storied towns of ancient Greece and Phoenicia of the fourth millenium before Christ.

FIRST SHOVEL ADVERTISEMENT

Yet the initiation of a general public in the mysteries of shovel making and its introduction to the fine points of a shovel through the medium of paid advertising dates back only to the fourth month before the present month of September, 1920.

On May 8, in the *Saturday Evening Post*, the Wyoming Shovel Works of Wyoming, Pa., ran the first advertisement of a shovel to appear in a general magazine. That advertisement marked the beginning of a vigorous campaign to sell a trade-marked, high-priced, high-grade shovel, and, incidentally, to revolutionize the merchandising of the world's oldest tool.

To visualize the situation which the advertising of Red Edge shovels aims to change let us examine some significant figures.

Of the million dozen shovels, scoops and spades sold in the United States every year—aggregating a wholesale value of $12,000,000—80 per cent are sold under jobbers' brands. Eighty per cent of these are sold on a price basis. Of that million dozen, again, 300,000 dozen are sold to quantity users—mines, railroads, collieries, quarries, cement mills and for national, state and municipal government jobs. The other 700,000 dozen go to dealers and, through them, to small users. Now let's interpret the figures in terms of merchandising methods.

The fact that the majority of small quantity shovel users, and some of the least far-sighted large quantity users have been accustomed to buy shovels purely on a price basis has made for the production of cheap, low-grade shovels. The contractor, buying his few dozen shovels for a single job and then throwing them away when the job is finished, has been the greatest sinner in producing this situation. The workman, buying his own shovel, has sought only cheapness of price. It has been left for the very large quantity buyer to be also a quality buyer, insistent on design and material efficiency.

A DECLINING MARKET

Another contributory factor to the development of this situation has been the increasing use of mechanical shoveling machinery, with its steam shovels, excavators, automatic plows, rip snorters, etc. Ten years ago mechanical shoveling machinery began to put the shovel business on a decline. With such a narrowing market, standards began to be abandoned. As the Wyoming Works tells it in its little booklet recounting the story of the Red Edge Shovel:

> First there appeared a second-grade shovel to satisfy the demand for cheap shovels. Then, in a few short years, came a third-grade shovel to try and satisfy that cry for "cheaper shovels," and to endeavor to meet competition. The next drop was to a fourth-grade shovel to try and keep the wheels of the shovel industry going around and satisfy that call for still cheaper shovels. And a fifth grade shovel was on its way—when—

—When the Wyoming Shovel Works made a survey of the whole situation determined "not to take anybody's word for anything or to be guided by precedents, but to really find out what were the future possibilities for shovels and the requirements for shovelers."

Their Descartesian investigation developed a number of enlightening trade points which had been there to see ever since Adam but which nobody else has ever succeeded in seeing; most significantly that *"a shovel is the highest cost operating tool in comparison to its cost in the world,"* that *"a shovel absorbs at least three times its original cost in operating charges every day,"* and that *"the cost of shovels is a mere bagatelle compared to the cost of shoveling."*

If this was so, then this conclusion was inevitable: "That not only were the cheap shovels very expensive and destroying efficiency,' but that, facing today's increasing labor costs, "there was needed better shovels than had ever been made before."

THE "COST OF SHOVELING"

On this basis the manufacture and advertising of Red Edge Shovels was begun in 1913. For five years the advertising was confined, like all other shovel advertising, to the trade papers where it would reach the large quantity buyer with whom, and only with whom, as we have pointed out, the quality argument had weight. This year, having obtained its share of this large quantity business, the Wyoming Works—its capacity greatly expanded by the completion of a new plant—determined to call upon the power of national advertising to put across the quality message to the small quantity user and to add this staple, 700,000 dozen a year business, to its ledgers.

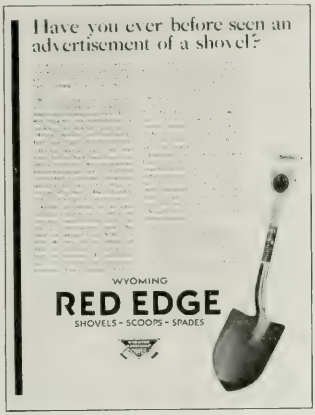
Its first *Saturday Evening Post* advertisement in May, headed "Have you ever before seen an advertisement of a shovel," simply pictured a Red Edge shovel, called attention to the distinctive red edge along the blade, and told something of the materials and construction points that

A Common Problem

THE problem of overcoming the psychological obstacle of a relatively high first cost and of teaching the consumer to consider quality, adaption to service required and "lastingness" faces every manufacturer who tries to put on the market something "just a little better than the common run." It was the task of the Wyoming Shovel Works, in merchandising a tool that is certainly not of the "common," though it may be of the "garden" variety, to teach dealers and users that they couldn't call a "Red Edge" spade "just a spade" and "get away with it." The story of its educational advertising to focus attention on ultimate economy instead of initial cost should furnish inspiration to every advertiser with a similar problem. THE EDITOR.

make Red Edge shovels distinctive. The second, appearing in June, talked further of the properties of chrome nickel steel, the material that goes into Red Edges, and announced that "Red Edge shovels, scoops and spades soon came to be recognized as the leaders by railroads, mines and contractors. For six years we have been going making only for these big purchasers. Now we have trebled our capacity and can put the Red Edges within the reach of every user."

But it was the July advertisement that brought out the heavy artillery among the Wyoming sales arguments. A black headline across a full page bade shovel users:



This is the first shovel copy to appear in a general magazine

FIGURE THE COST OF SHOVELING AND FORGET THE COST OF SHOVELS

You pay your shoveler a daily wage of, say $5. For that $5 you figure to get certain work done.

You get what you pay for only if that shoveler throws a full shovel load of so many pounds so many times a minute.

If his shovel blade is worn short, he gets less than a full load.

If it is worn unevenly, or dulled, or turned, he has to waste time working it in or pushing with his foot.

If it is bent or cut, he has to stop to rap off material caught on the projections.

If it has lost its "hang," he tires sooner and has to rest oftener.

The waste of labor costs due to making men use shovels that are old before their time is appalling.

All shovels look and, perhaps, act alike when they are new. It is when they have been on the job for a while that the difference begins to show on the payroll.

Red Edge shovels are the highest-cost shovels made. They are the lowest in ultimate cost, because they last so much longer. But their real economy comes in the cost of shoveling. They don't wear dull or thin. They don't buckle or bend or nick. They hold their size and shape and keep their edge and "hang." They let your men take an honest shovelful every time.

The remainder of the text talked of Red Edge quality and materials and cited instances of Red Edge service and long life. Testimonial data of the same sort was presented with extensive detail in an advertisement appearing in the *Saturday Evening Post* of August 28, under the eye-catching caption, "Not all the veterans are wearing service stripes."

What has probably been one of the most striking of the advertisements which have so far appeared is that of July 31 in the form of an appeal to employers to "Give the man who swings the shovel a fair chance." Addressed to employers of shovelers, the text said:

"It is just as true of workmen as it is of baseball players that not one in a thousand naturally uses his strength to best advantage. The manager who lets players hit as they please ends the season in eighth place. The employer who lets men shovel as they please punishes both men and payroll.

"There are a few simple rules that apply to almost every kind of shoveling."

These rules, having to do with the placing of the men, provision of adequate rest periods and furnishing of proper shovels, followed. It was a simple matter for the copy writer to tie up to these rules the reasons why Red shovels are the best for all purposes —which make up the rest of the text.

Enquirers have asked the Barrows & Richardson agency, which is handling the Red Edge campaign, why more emphasis has not been laid on what would seem to be its best selling point, the fact that, unlike all other shovels, Red Edge shovels are made of a special Chrome Nickel Alloy Steel which is said to make a product that is tougher, harder, and more resistive to abrasion and fatigue than the carbon steel which is the standard shovel material. The answer is, of course, that a steel alloy cannot be patented. It would take a competitor perhaps a year to develop an equivalently suitable alloy and get it into production. This gives the Wyoming Works a year's start over its competitors, but, if the alloy were made the backbone of its printed sales argument, at the end of a year or so it would find as many competitors as pleased legitimately realizing on its advertising and robbing it of all exclusiveness and distinction.



Copy that focuses the reader's attention on ultimate costs

MERCHANDISING THE ADVERTISING

The merchandising of the campaign has been simplicity itself. The day after each advertisement appears in the *Saturday Evening Post*, broadsides reproducing the copy for the next month are sent out to distributors for display in their windows or on their walls. At the same time, the company begins to use on all its correspondence small stickers calling attention, in the same way, to the forthcoming advertisement. For example, directly following the appearance of the July 31 advertisement, Wyoming letters began to bear a sticker with this legend: "Read the service records of veteran Red Edge railway scoops in the *Saturday Evening Post* of Aug. 28." Incidentally —and really not so very incidentally either, because it is an important feature of this merchandising of the advertisements — the broadsides, the stickers and the booklet mentioned in the advertising telling "How Red Edge Shovels Became the Leaders," are all red-edged.

The story of the Red Edge campaign and of the forces behind it should be of service to all advertisers as demonstrating, by a particularly clean-cut example, how national advertising may be used effectively to focus consumer attention upon ultimate cost instead of on initial cost, how it may be depended upon to substitute a quality basis for a price basis where such substitution is an economic necessity.

Speaking of the success of the present campaign after the appearance of the first few advertisements, Mr. H. T. Potter, the vice-president and sales manager of the Wyoming Shovel Works, said:

"Our advertising and the efficient merchandising of it has added about forty new Red Edge distributors to

our list in about two months. Further, it has revitalized the energies of our old distributors and enabled them for the first time to lay down with confidence to present and prospective Red Edge agents the terms and conditions under which they may obtain and hold Red Edge agencies in their several localities. It has been of great value in enlarging the horizons of our agents and giving them a broader view of the sales possibilities of our shovels. They are enthusiastic over it and they are talking to their customers in terms of carload lots instead of in terms of dozens. We are getting the trade we went after."

The Employment Manager As a Selling Factor

How Your Personnel Department May Obtain Better Workers Easier, and Increase Company Good Will

By E. P. BROWN

RESULTS other than the mere obtaining of employees are obtainable for manufacturers whose personnel and employment executives will give just the average consideration and study that common sense would dictate in the preparation of copy for help-wanted advertisements.

It is possible to bring in new employees of both sexes who are glad in advance of the opportunities set before them and proud of affiliating with your company.

On the other hand it is quite possible to create a wholly negative and unfavorable impression by the wording of your help-wanted advertising, not alone in the minds of those few who might be prospects for employment, but of the whole public reading your advertisements.

The efficient way is to sell the job, your product and your policy to the potential applicant, and your product and policy to any reader whose eyes may light upon your printed announcement. This is getting full value out of the agate lines employed in service and internal and external good will, and a policy which, if adhered to, will obtain better employees at less turnover cost.

These thoughts first came to me when I read a recent car poster which asked that men whose "records can stand investigation" apply for platform jobs. Probably the writer of this card did not intend to hurt anyone's feelings, but isn't it rather tactless to assume that some of the men who might apply would have records that will not bear investigation?

THE CASE OF A TRANSIT COMPANY

Why bring up this aspect at all, inasmuch as the very first thing an applicant is asked to do is to furnish satisfactory references? Every job seeker knows that. How much better it would be if the writer of this advertisement had seized upon the manshortage of his company as a means of bettering relations with passengers and employees. Assume that the wording was something like this:

"We have the cars but not enough men to give you the service to which you are entitled. If you know any high grade men to whom platform work might appeal, or if you are desirous of entering such service yourself, please get into touch with us."

The foregoing need not be the exact words, but it is believed that they would have the two-fold effect of making the public more patient with shortcomings and of causing the present employes to have a higher respect for their calling.

Splendid examples of "help-wanted" advertisements that have such influence are offered by the Bell telephone companies. Also, in the same town where the railway before mentioned is located, is a laundry which carries on its wagons the placarded statement of its exceptionally attractive labor conditions: "Girls, why not work under the pleasant conditions of the ——— Laundry?" The hours, minimum wage and other general details form part of the copy.

HOW MUNSINGWEAR WORKS IT OUT

The Northwestern Knitting Works, makers of Munsingwear, have been carrying on a very extensive campaign mainly to secure girls to work in their factory, but also taking advantage of the opportunity sell the idea of "clean, bright factory and high grade product" to the public at large.

In the Twin Cities of St. Paul and Minneapolis much of this work has been done with car cards attractively designed and carefully written. While telling prospective employes about the ideal working conditions which prevail in their factory the Munsingwear people have contrived to put across the idea that the conditions which make their plant a good place to work, also insure a superior product.

How different such a help-wanted appeal is from a bold statement such as this: "We require the services of strong girls to operate power machines." Such an advertisement conveys the idea of hard, grinding toil in a noisy, unattractive factory, and has a forbidding effect alike on prospective workers and possible users of the product.

It would seem to be a paying proposition for any firm, employing a considerable body of workers, to prepare their help wanted announcements with their possible effect on the general public fully as much in mind as their interest to those seeking work. In other words, every help-wanted advertisement should "sell" the plant and its product to the general public quite as much as the job to prospective employes. The good help-wanted advertisement is a double-barrelled affair, hitting possible users of the product as well as those seeking employment. For that matter, the poorly conceived and carelessly prepared help-wanted appeal is double barrelled, too; one barrel driving away good will and the other good help.

The help-wanted advertisements of any large firm are fully important enough to deserve the best efforts of competent advertising men, for they will not sell jobs to workers, unless they sell the product to users. "Verily," as an editorial writer recently put it, "there are indirect as well as direct ways of selling, through creating a better atmosphere for the product."

Garret P. Hynson, Warren Paper Advertising Head, Dies

Garret P. Hynson, head of the advertising department of the S. D. Warren Company, Boston, Mass., since November, 1914, died at his home in Sherborn, Mass., on August 27, following a brief illness.

Mr. Hynson had a well-rounded experience in the printing, advertising and paper business. Before going with the Warren organization he had been owner of the Hynson Press in New Haven, Conn.; was with the Forbes Lithograph Manufacturing Company for several years, and then with the Strathmore Paper Company of Mittineague, Mass. He was forty-nine years old.

He is survived by a wife and two sons.

How Continous Advertising Keeps Business Firm

Consistent Policy, Not Spasmodic Efforts, Makes for Year-Around Stability and Protects Against the Worries of "Dull Times"

By CHARLES L. BENJAMIN
President of the Benjamin Advertising Agency, Chicago, Ill.

THE effect of advertising may be likened to the growth of a plant. Before the leaves appear there must be a root growth—that is to say, before you get any inquiries or orders there must be created a favorable opinion of your product sufficiently strong to induce people who have been in the habit of buying some other product to give yours a trial.

Advertising, by creating this favorable opinion, nourishes the business plant at the root, and leaves (inquiries) and fruit (orders) are the result of this root growth.

The inquiries and orders you receive today are the result of past, not present, advertising. You can't head off inquiries and orders by discontinuing your advertising now. Discontinuing your advertising will have no immediate effect on inquiries or orders, but it will check the growth of the favorable opinion of your product which your advertising is creating and the result of this will be fewer inquiries and orders six months or a year hence when you may be in good shape to handle them.

MISTAKE TO DISCONTINUE

The reason why manufacturers discontinue their advertising when the factory is oversold is due to a misapprehension of the function of advertising. If every possible purchaser of the factory's product responded with an order immediately after reading the advertisement then there might be some reason for discontinuing the advertising when no more orders could be filled. But advertising does not produce any such instantaneous effect.

As a matter of fact, the effects produced by advertising are of slow growth and the orders which the factory receives today may be traced, if it is possible to trace them at all, to the cumulative effect of advertising which may have been continued for several years before the man who sends in his first order today was brought to the buying point.

We may compare the effects produced by advertising to the germination of a seed planted in the ground. When the first tiny pair of leaves push their way into sight through the soil we know that while this is the first visible indication we have of growth, nevertheless, long before the leaves appeared the roots had grown downward, and if we pull up the tiny plant it will be seen that the visible portion of the plant (the leaves) constitute but a very small part of the whole plant.

In the same way the orders received today constitute but a small part of the effect produced by the advertising. We are not conscious of the spread of the roots and yet, long before the leaves appeared, the roots were developed. So, long before the order appears, the advertising has been putting the readers of your announcements into that favorable attitude toward your product that will eventually result in orders.

When you are tempted to discontinue your advertising because the factory is oversold bear in mind that you are stopping the root growth and killing next year's crop of orders because you are unable to handle more orders at the present time.

LOOKING TO FUTURE STABILITY

The moment you get clearly in your mind this conception of the function of advertising, you will then realize that stopping your advertising now will not result in an immediate let-up in orders, but will result in diminishing the inquiries and orders you receive, not today, but six months or a year hence. In other words, the inquiries and orders you receive today are the result of advertising done in the past, and, the only way to check these orders would have been to discontinue your advertising six months or a year ago.

Take yourself as typical of the average man and consider how very slowly your own opinions change. If you have been in the habit of buying a certain article—let us say a certain make of hat—you will continue to buy that hat as long as it gives satisfaction unless the continued advertising of some other hat induces you to make a change, but no single advertisement will overcome the habit which predisposes you toward the hat you are accustomed to.

There is a law of physics which says that a body at rest will tend to remain at rest and a body in motion will tend to remain in motion, and we find that the same thing is true in the world of mind as in the world of matter. A mind at rest, that is too satisfied regarding opinions already formed, will remain in that state until some force, which may be the force of advertising, produces a change.

Everyone knows that it is easier to hold a new customer than to get one, which simply means that the greatest effort is required to change opinions which have already been formed. After you have changed a man's opinion regarding a product he has been buying and got him to buy your product it is just as hard for your competitor to change his mind again as it was for you to change it in the first place.

And when you consider how very slowly public opinion changes, when you think of the many, many years that were required to change public opinion in this country regarding slavery; of the many, many years that were required to change public opinion in this country regarding woman suffrage and prohibition, you will have some conception of the long-continued effort necessary to induce a man who has been in the habit of buying one product to

Advertising and Life

YOUR advertising is the most important advertising in the world—to you. And if you do not understand it—the hows and whys and wherefores of it—you may not be in a position to garner its full benefits.

We get so full of interest and enthusiasm over advertising campaigns sometimes that we think it is the present campaign, "biggest and best we ever undertook," that is building our business.

The writer of this article sees the proposition in another light. It will serve some national advertisers, who may be considering reducing or suspending their advertising, to make the right decision in that regard.—THE EDITOR.

buy a similar product of a different make.

Keep in mind the analogy between advertising and plant growth. Long before the leaves appear, it is necessary for the roots to grow, and the advertising you do today is stimulating root growth. Discontinue your advertising today and you will not diminish to any perceptible extent the number of orders you receive at the present time, but you will diminish the number of orders you receive in the future.

Winning Quick Success for A Home Comfort

The Energetic Methods by Which the Sahlin Manufacturing Company Built Lasting Demand for Its Furnace Regulators

By G. R. CULLEN

IT might have been a vacuum sweeper, a playerpiano or a self-adjustable burglar alarm, but it wasn't. Instead of these it was a simple device for controlling the activities of home heating plants, manufactured by the Sahlin Manufacturing Company, of the Furniture City.

When the promise of a successful product in the form of the "Little Draft-Man Furnace Regulator" came, the Sahlin Company commenced at once to inquire into marketing facts. This case well illustrates the Napoleonic snap with which any sales department should act once it has been given a well-tested something to sell.

COSTS AND MARKETS SURVEYED

Investigation revealed the fact that the cheapest electrical or thermostatic heat control that was satisfactory was retailing at about $50. Investigation also revealed the fact that there was not on the market a good mechanical heat controlling device, so we thought that there was a natural market for our "Little Draft-Man Furnace Regulator."

We knew from tests and tryouts that the "Little Draft-Man" was mechanically correct, that it would stand up under months of hard service, and that people interviewed thought that such a device would be of a great deal of benefit to them.

Dealers called upon felt the same way about the "Little Draft-Man" and that such a device had a place already made for it. It was simply a question of getting the matter before the public and telling them about our product.

Jobbers were also interviewed, and had the same story to tell. So, with this in mind, and feeling sure that the market was there, and knowing that the device was right, our first thought was to go out and obtain a distribution.

THE NATIONAL ADVERTISING APPEAL

In deciding upon the *Saturday Evening Post* we felt that this publication was the logical medium for us to use. So an advertising campaign consisting of five one-half pages in that medium, as far as national publicity is concerned, was outlined.

The next thing was to get our message in behalf of the "Little Draft-Man" before the people in the right way, and copy making an appeal to the home owner and telling the home owner that the "Little Draft-Man" helped the furnace do its work, that it enabled one to get up in the morning in a warm house, was prepared. Copy illustrations were drawn up, text prepared, and these advertisements were made ready.

GETTING DEALERS TO ACT

The next question was what we would give the dealer to enable him better to sell heat regulating device. We felt that advertisments in his local papers should be used in connection with this national advertising. We devised attractive window trims and folders with his imprint upon them for his distribution. These were prepared and gotten out in attractive form. Then the question of properly getting this before the manufacturer of furnace and standard equipment came up. We decided to devote a half-page advertisement in the same publication to getting the good will of furnace manufacturers and, incidentally advising the public that certain furnace manufacturers were using the "Little Draft-Man" as standard equipment.

Salesmen were employed and were provided with a portfolio containing the entire campaign, with instructions to call upon furnace manufacturers, furnace jobbers and so on, each salesman having been given his territory and advised to not only call upon the jobber and sell him but, if possible, to get an audience with the jobbers' traveling men, and thoroughly sell them on the proposition.

BLANKETING THE FIELD

A large, attractive circular was also gotten out, outlining this campaign; and this circular, entitled "This Man Will Be Looking for You," was mailed to something like forty thousand furnace manufacturers, hardware jobbers and retail dealers.

The results of this campaign have been astonishing. With no market at all for the Little Draft-Man Furnace Regulator, in three months' time we created a market. Today, the device is well and favorably known; several manufacturers are selling it as standard equipment upon their furnaces; many jobbers have been given restricted territory; and we have bona fide orders for many thousands of the "Little Draft-Man" furnace regulators. There is no reason to doubt that sales will keep up, for we have so devised the merchandising of our advertising and selling campaign that success is assured.

Raymond Welch Becomes Promotion Manager for Crowell Publishing Co.

Raymond Welch, secretary and managing director of *Printers' Ink Monthly*, from which magazine he resigned a few weeks ago, has been appointed sales promotion manager for the Crowell Publishing Company. Mr. Welch joined that splendid publication, *Printers' Ink*, six years ago. After winning a commission at the first Plattsburgh camp, Mr. Welch went overseas in August, 1917. He was gassed while in action in Somme with a division of British Guards, and upon his return to the United States in 1919, he was commissioned a captain of infantry.

Haynes Heads Douglas Motors Sales

E. C. Haynes has been made sales manager of the Douglas Motors Company, Omaha, Nebraska, and has also been given the title of assistant to president. The firm has cancelled its contracts with the two advertising agencies who have been placing the account, and for the present advertising is being placed direct.

Dry Goods Account With Federal Agency

M. E. Smith & Company, manufacturers and wholesale merchants, Omaha, Neb., is planning a national advertising campaign to be placed through the Federal Advertising Agency, New York. The Darlow Agency of Omaha, however, will continue to place a portion of the advertising.

The Print Paper Situation

To Newspaper Publishers:

Manufacturers have given notice of a reduction in supply to customers for 1921 exceeding 200,000 tons.

Foreign print paper is quoted at from 9 to 10 cents alongside dock, New York, C. I. F.

Domestic and Canadian spot paper is quoted from 10 to 12½ cents F. O. B. mill.

There is every reason to believe that the manufacturers are going to try to make 8 cents a pound the minimum price for 1921.

There is no shortage of stumpage.

There is and will be an artificial shortage of mechanical equipment to make paper.

Present prices are absolutely unjustified.

I am going forward with new mill construction plans as providing the only way out.

I have now on hand and am assured ten year contracts for upwards of 200 tons a day.

Publishers who realize the seriousness of the hour will do well to send along their contracts and thus secure independence a few months hence.

I am working entirely independent of associations or corporations for the well being of the newspaper industry.

I will protect all signers from exposure to any possible reprisal by keeping identities absolutely confidential.

JASON ROGERS,
Publisher, New York Globe

New York, Sept. 15, 1920.

The Advertising Value of Paper Packages

Nearly Every Line of Merchandise Now Has Found It Beneficial to Adopt Some Form of Container

By J. B. LAWRASON

Of the Lawrason-Doughty Co., Toronto, Ont.*

IN using the words "Paper Package," I mean all the receptacles that are made from paper for the purpose of packing goods. To deal with paper packages as an advertising medium, one will need to make a short historical review of advertising as a whole, for the two are so linked together, it is hard to deal with one without at least touching the other.

Back in early days when trade was in its primitive stages, and there were few articles to be sold, men lived in caves, their wants and needs were few, and were generally got by hunting but, as tribe intermingled with tribe, and trade grew, then there started a crude system of exchange. Gradually this expanded, as certain tribes would have articles to barter, and there the first system of advertising must have started.

One tribe would tell the other of the goods it had to exchange, and through this beginning, we have from the very earliest of civilization the beginning and growth of advertising, and may trace it down to those two outstanding nations that advertised, and did it well, Greece and Rome. Their laws, their customs, and their national doings, have been impressed upon minds through the written word and picture.

Has there been anything more widely known or more lasting even in modern times? The municipal crier, a very important person, was used in the early days, to let people know what was going one, the old-time market had its place, which links the past up with the advertising of today.

CONTRIBUTIONS TO PROGRESS

Another outstanding fact in the world, was the discovery and application of steam. Before this, were days of small tradesmen—cobblers, blacksmiths, the spinning wheel, etc., whose wares were generally sold by the quality of the goods, and the good word of their friends, being passed from neighbor to neighbor, but this all changed with the introduction of steam. Steam power, instead of man power, introduced the making of many articles and bringing together of many workmen under one roof, and from this has gradually grown the great system of modern commerce. With this factory growth, new systems of distribution were needed; first, travelers were sent out with a certain amount of limited advertising, largely local, and then we find advertising campaigns undertaken; until today, we have the growth of business with its combinations, and find, side by side with this tremendous growth, plans and schemes of national and international propaganda being used.

The package has had its place from the very beginning wherever there were goods to be packed and shipped. It had its use, whether made from wood, grass, paper or iron. These were the forerunners of the great number of packages that are used today. With all this growth, there have been certain fundamental principles at work, that have, within the last few years, brought a new industry into being; first the desire to improve the manufactured product, second the improvement of its appearance, or I might put it another way, the desire to dress a large part of the goods of the world in an attractive manner. With this as a background, we can appreciate all the more the value of the package, not only as a piece of commerce, but as part of the great system of advertising, along with its selling power.

THE SCOPE OF THE PACKAGE

It is a very practical proposition, and you and I as manufacturers, are keenly interested in its possibilities.

In nearly every line of business, new sources of application of the package, are being opened up. One needs to but look around and see the many ways which package is being used, and to my mind, it is just at the beginning of the development. It has grown and expanded since ten or fifteen years ago, when only a few articles were put up this way, till we find now that almost every kind of marketable goods is being put up in packages. We find that in this country, there has grown an industry which has become very important to the manufacturer and his product.

Need I draw your attention to the advantages of paper boxes, their sanitary qualities, their convenience, their individuality, eliminating chance of substitute, guaranteeing the makers' goods, increasing its selling power and ease of handling? In fact, they put well-dressed goods as well as well-dressed salesmen on the selling end of the manufactured product and, skillfully handled, these mean increased sales and larger turnover for the buyer.

SELLING POWER

The distinctive paper box will give life and expression to what might be, otherwise, one of many articles of the same kind, which have the disadvantage of being bulk goods. To make myself clear, let me tell the experience of one of our customers who told me he had been selling his goods in packages for a long time, and through the increased cost of cartons, thought he would try and sell them again in bulk, which he did, but his experience was that his sales fell off nearly 50 per cent in six months. He is now convinced more than ever that packages pay.

When placing on the market a package, many details must be taken into consideration, art, design, size, shape, strength, color, simplicity, and to whom it is going to appeal—men or women. To look at packages from their wide application, makes them something more than so much cardboard, to try and incorporate into them the possibilities of design, advertising and selling powers, makes an unlimited field for development.

Probably this in one side to which we have given very little thought, —but if we stop to think for a moment, we see here a splendid opportunity of telling the public the merits of the goods that are enclosed, in a few sentences to tell the prospective buyer the story of the enclosed product, and, as a rule, it can be done in a short, concise way, that the buyer can read at a glance, and will leave a lasting impression.

This is one point that has been given a good deal of consideration, during the recent past. I think it

*Portion of a paper read by Mr. Lawrason before the Toronto, Ont., Carton Club.

Collier's
THE NATIONAL WEEKLY
5¢ a copy

American Radiator Company and Collier's

The American Radiator Company has used more space in Collier's than in any other general publication.

The new product of the American Radiator Company, the New Ideal Type "A" Heat Machine announced in Collier's for September 18, frees new livable space in the modern home. It is an important innovation.

Read Collier's

is one of the most important subjects that has to be considered, and the very best thought of this organization should be given to its working out. We find that the paper box will become more useful, and will become a better paying proposition than it has been in the past, through eliminating what may be a good deal of duplication and waste. Another thought comes to my mind: if ever the time comes when the present rush of business eases off, we should keep in mind the all-around advantages of the package to the prospective customer to create new business.

I believe it would be well for the Toronto Carton Club to keep in mind some way of keeping the industry before the public, in an effective and practical way, by exhibits of finished products, actual operations of the goods being manufactured, which would have a fascinating and educative value for the public.

Allow me to ask again: is there any industry that has greater possibilities of future expansion, that has more power to draw upon the very best there is in us, and by its continued development and expansion to be of real service to the world of business, and by keeping the higher ideals ever before our minds, to contribute to the convenience and betterment of the human race?

Starts Agency in Greenville, S. C.

Capt. N. C. Remsen, who has been advertising manager of the Greenville, S. C., *Daily News* since his return from France, has resigned and will open an advertising agency in Greenville, to be known as the Remsen Advertising Agency.

Cigarette Exports Gain

Exports of cigarettes in June were 1,718,026,000, a gain of 93 per cent over June, 1919. For the twelve months ended with June, cigarette exports amounted to 17,547,371,000, 28 per cent above preceding twelve months and 92 per cent above two years ago. Cigar and cheroot exports in June were 40,325,000, a decrease of 47 per cent from June, 1919.

Mrs. Oakley With Pennsylvania Hotel

Mrs. Grace C. Oakley, New York, is now assistant to the advertising manager of the Pennsylvania Hotel. Mrs. Oakley is identified with the Women's Advertising League.

Colver Quits Trade Commission

W. B. Colver of the Federal Trade Commission has notified President Wilson that he does not wish his name considered for reappointment to the commission at the expiration of his term, September 25. In his letter to the President, Colver said he desired to engage in private business.

Walter F. Zimmer Co. Changes Name

The advertising agency known as the Walter F. Zimmer Company, Detroit, on September 1, changed its name to Zimmer-Thien, Inc. Walter F. Zimmer is president and treasurer, Robert R. Thien is vice-president and Kenneth H. MacQueen, secretary.

Besides the former accounts of the Walter F. Zimmer Company, the new firm is now handling the advertising of L. A. Young Industries, Detroit; Crosby Products Company, Wyandotte, Mich.; Hayes Mfg. Co., Detroit, and C. A. S. Engineering Co., also of Detroit.

United Cigar Sales Increase 30 Percent

Sales of the United Cigar Stores Co. of America in August were $6,508,036, an increase of $1,410,655, or 27 per cent over August last year. Sales for the eight months were $49,702,374, an increase of $11,608,229, or 30 per cent.

German Publisher Dies

Rudolph Mosse, well known as a publisher, died at Berlin, Germany, late last week. He was publisher of the *Berliner Tageblatt*, the *Berliner Volks-Zeitung* and the *Morgen Zeitung*.

Hartford Parts Sales $851,585

For the six months ended June 30, 1920, net sales of the Hartford Automotive Parts Co., Hartford, Conn., were $851,585, an increase of $257,407 over those of the corresponding period of 1919.

Loft Candy Sales Up

Loft, Inc., reports sales for three months ended June 30 last of $1,724,323 compared with $1,286,765 in the corresponding period of 1919.

New Alumni Magazine

The *New York University Alumnus*, the first regular monthly alumni magazine of New York University, will make its appearance in October. The first issue will contain sixty-four pages and will be edited by Dr. Charles S. Benedict. Bernard Lichtenberg, secretary of the General Alumni Association, will be business manager.

Callahan and Kingston Join W. W. Sharpe & Co.

George J. Callahan and Frank W. Kingston, both formerly identified with the New York *Herald* and New York *Tribune*, on September 27, will join the executive staff of W. W. Sharpe & Co., New York advertising agency.

Indianapolis Club Appoints Manager

The Indianapolis Advertising Club has appointed Edward W. Hunter, formerly of the advertising staff of the Indiana *Daily Times*, Indianapolis, its business manager. The club is planning to have advertising displays each week, an advertising school and to send speakers out to organize clubs in other cities.

Nation's Drink Bill $2,000,000,000

The Nation's drink bill foots up a cost of $1,578,600,000 for alcoholic stimulants, as the annual average for three years. The total drink bill for all beverages in 1919 was $2,108,270,583, against $1,745,283,141 in 1918 and $1,085,031,552 in 1917. The trend of the National habit, says the *American Grocer*, continues toward a more liberal use of mild stimulants, greatly enlarged use of mineral waters and so-called soft drinks.

French Language Publishers Meet

Merchandising service and cooperation with the national advertisers were among the chief topics of discussion at the annual convention of the Associated French Language Newspapers of New England held at Fall River, Mass., on Monday and Tuesday, August 30 and 31. William M. Hewitt, of the William M. Hewitt Company of New York, national advertising representatives of the association, attended the convention and addressed the delegates.

The convention closed with a banquet given by *L'Independant* of Fall River, the publication of Jean B. Paradis, president of the association and host to the convention, at Riverside Inn, Portsmouth, on the evening of the 31st. Mayor James H. Kay of Fall River welcomed the delegates to his city.

The annual election resulted in the reelection of all officers for the coming year. Officers and directors are: Jean B. Paradis, of *L'Independant*, Fall River, Mass., president; Phillippe Boucher, *La Tribune*, Woonsocket, R. I., vice president; Ernest A. Bournival, *L'Avenir National*, Manchester, N. H., secretary-treasurer; and (with the foregoing officers) J. A. Desaulniers, *L'Independant*, New Bedford, Mass., and J. E. Bernier, *L'Avenir National*, Manchester, N. H., directors. All members of the Associated French Language Newspapers of New England are also members of the Audit Bureau of Circulations, such membership being made compulsory by the association constitution.

Claude Miller Joins Hoyt's Service

Claude H. Miller, formerly special writer for Doubleday Page & Co., on *Country Life* and *World's Work* and, more recently editor-in-chief for Thomas A. Edison in charge of Edison house organs and publicity, has joined the staff of Hoyt's Service, Inc., advertising agency, as a member of the copy department.

American Tobacco Sales Doubled

Apparently the dissolution nine years ago of the Tobacco "Trust" acted as a tonic to the American Tobacco Company, says the *Business Digest and Investment Weekly*, for its business has shown a tremendous growth since then. In 1912 sales were $67,950,257; in 1919 they were $146,0233,730, an increase of over 114 per cent; and this year they will probably be over $150,000,000.

Made Tillotson Sales Engineer

C. W. McKinley, lately identified with the Willys-Overland Co., has been appointed sales engineer of the Tillotson Manufacturing Co. Toledo, Ohio.

Dunn Lectures on Salesmanship

A course in bond salesmanship will be given in the Wall Street division of New York University School of Commerce, beginning the first week in October, by Arthur Dunn, author of "Scientific Selling and Advertising," and "The New World."

Pease & Elliman Account With World Wide Agency

The advertising account of Pease & Elliman, New York real estate concern, has been secured by the World Wide Advertising Corporation, New York. Newspapers and magazines will be used.

Farmers Want More Illustrations

Should Be Full of Real Life, Too, Such As the Camera Alone Can Produce, Says This Observer

By A FARM PAPER CRITIC

NOTHING, not even an affidavit," observed my friend, Will Ladner, "will sell a fish story so quickly as a picture of the fish. The feeling is that pictures are real life things, exact, truthful and the feeling is universal.

"That is why, in my opinion, pictures should be used more in advertisements, especially in farm paper advertisements. Many times I have found a copy-writer will fling language right and left, striving for an effect he doesn't get, when all that is needed is a good, newsy picture, a few lines suggested by it, and the address of the firm. Words can't take the place of a picture. The right sort of a picture, in addition to catching attention, acts naturally as a topic for the word matter, guaranteeing specific, interesting copy, and leading the reader, caught by the picture, naturally on.

"If a Goliath tractor should arrive in this neighborhood, and start plowing in neighbor Jones' field, every farmer hereabouts who heard of it, and who could, without a bit of advertising or persuasion, would rush to the Jones field to see the tractor operate. No farmer would require urging. And having watched the tractor do its stunts, nobody would feel he had been swindled out of his time.

MULTIPLYING SPACE VALUE

"A picture—good, of course, and selected with some skill—occupies the same unique position in a farm paper advertisement that a Goliath tractor, demonstrating, would in Jones' field. We haven't the feeling about it that we are giving time to a manufacturer trying to sell us something. Instead, we are seeing real life stuff—mighty appealing, with the inimitable tang of actuality in it.

"Then there is another side to the matter. I think we all should realize that the size of an advertisement is not necessarily measured by inches. A news story isn't. The advertisement is as big, judged by power, as the advertiser makes it, regardless of the space occupied. And pictures have a wonderful way of multiplying space value, not merely because they tell a great deal in little space, but because they make the advertisement stand out from others.

"Can advertisers serve up too many photographs to farmers? I doubt it, so long as they use some skill in selection. The growth of the moving pictures I think, is a valuable commentary on the appetite of the general public for pictures.

"If I have been talking facts, and I suggest that all my points can be verified, then we might logically expect general use of pictures in farm paper advertising columns. We would expect them to be the rule, rather than the exception. But they aren't the rule. Sketches rather than real pictures are the rule — and sketches at best focus an advertisement at a distance from real life. Come, let's look at this week's farm papers, and see what we find along this line."

So we tackled Will's current receipts of farm papers. We searched long and hard, through Eastern papers, Pacific Coast papers, Middle West papers, Canadian papers.

As Will had intimated, we found these periodicals flooded with advertisement sketches, machine-like things done to a formula, dead sketches for the most part.

WHEN THE PHOTOGRAPH IS IMPRACTICAL

As attention-getters, these sketched pictures of tractors, silos, haying machinery, incubators, peopled by masculine dummies, were plain dubs. They couldn't even be expected to snatch interest, because they weren't even loaded. As index-tabs, indicating what the subject matter of the advertisement was about, they possibly had some value.

We dug deep into this subject in discussion, and some real reasons suggested themselves why the done-to-a-formula sketch shouldn't appeal, doesn't, is out of tune with conditions. In the newspapers and magazines, we find sketches illustrating fictional story material. Where do we find photos? Illustrating news material—fact.

From association we logically tend to associate the sketch with the unreality of fiction. Even in fiction, except when the work of genuine artists, many Americans are reconciled to the sketch only because there are reasons which make the photograph impractical. The reader always has appreciated the fact that it is difficult to photograph fictional characters. At that, we note a definite tendency to employ moving picture companies to obtain real photographs for fiction.

What sane newspaper editor would attempt to illustrate his real life, fact, news stories with sketches when photos could be obtained? Then why illustrate real-life facts, news advertisements, aimed to sell real articles made by living men, with inadequate sketches, when photographs can be obtained?

"You know what a vogue Jim Talkso's advertising method has had," said my friend. "A real life picture of Jim, and an 'I' advertising message addressed to his farmer friends. What countless millions in merchandise have been sold by that type of advertisement! The man-to-man style unquestionably helps to pull enquiries and sell goods. But consult Jim Talkso's face, and you will agree with me that its sales value in itself doesn't look very great. Jim's physiogminy isn't even prepossessing.

"In fairness, I think a lot of credit

Farms and Incomes

"The average income of the farm families is $3,434 while the average income of all families in the United States is $1,494," says an advertisement of the farm market. These figures look a little doubtful as, at that rate, except for the farmers and the millionaires, nobody has any income. Presumably the rendering should be $1,494 for each non-agricultural family in the United States. Notwithstanding any error in stating it, however, the possibilities of the rural buying power in America are almost inconceivable, and advertisers are more than ever learning to take advantage of them.



This illustration catches the eye, strikes a familiar note and wins inquiries

should be given to the mere photograph. The photograph—nearly any face would have done—stamped the advertisement as genuine and real."

Poring over those farm papers, we came across one tractor company which used photographs tellingly. It was the Minneapolis Steel & Machinery Company, selling the Twin City. It was a page showing seven snapshots of the Twin City caught in actual farm work of seven different kinds, from plowing land to running a threshing machine. The subject matter developed some of the superior technical features of this make. The advertisement carried a list of branches and distributors. At the top of the page was a panorama of the immense Twin City plant.

SOME SPECIFIC CASES

In making an advertisement strike home to a definite class of prospects, the wheat farmers of Washington, the Eldridge-Buick Company of Seattle and Spokane used a large photo of a GMC truck hauling grain in the field from the Hickman Ranches, Colfax. The advertisement was addressed "Wheat Farmers of Washington," and particulars of the special hauling job, involving many thousands of bushels, were given, including one portion of the work which a GMC truck did in 12 days, though a 4-horse team would have taken 88 days to do it.

We found two advertisements of the "telling photo" kind in fertilizers. One was in a magazine devoted to the potato industry. The American Agricultural Chemical Company used a half page to show a record potato crop at Presque Isle, Me., in famous Aroostook, 551 bushels grown on one acre, A. A. C. fertilizer being used. In word advertising this essentially news information was supplemented by a bare statement of the offices where particulars concerning A. A. C. agencies and prices could be obtained.

A second advertisement, in an Ontario, Canada, farm paper, was of the Cross Fertilizer Co., Ltd., Sydney, Nova Scotia. It was a photograph of a field of wheat which the company's product had saved. Below the photo appeared a customer's letter describing in exact detail this farm crop adventure, full of news interest for any farmer.

The advertisement of the American Hampshire Record Association, organized to promote Hampshire pigs, was a crack-a-jack. It was just a photo of a star bunch of rooters, the lot which won the 1918 championship at Chicago, taken as they contentedly hunted for food in a pen. No farmer who read that farm paper passed that advertisement without a start of interest, followed by concentrated attention. In many cases, it's a sure thing, the advertisement was saved and shown to neighbors.

The word matter of the advertisement told in plain language what the pigs were, and where detailed information about the breed could be obtained.

ART AND "REAL LIFE" IN ONE

As a genuine attention-getter, the advertisement of the Skinner Irrigation Co. was pretty close to the Hampshire pigs. This Skinner photo-made advertisement would attract any reader. It was just the photograph of an attractive child operating a Skinner system in a pretty garden, the water spraying in a beautiful curve from the elevated pipeline. The short word-message invited a request for an explanatory booklet about the Skinner method, which "triples garden yields."

"Farm paper advertisers," resumed Will Ladner, "ought to say it with photos. Why don't they? Why do they ask a weary commercial artist to attempt what a camera can do a thousand times better? The camera is the obvious instrument. Why is it ignored?

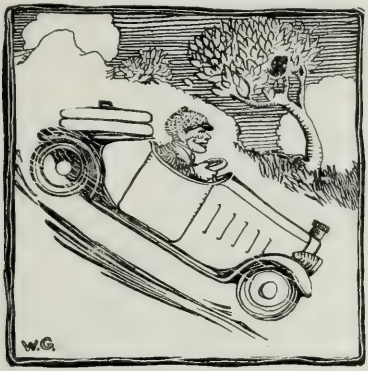
"Important principles are usually simple ones. Sometimes, I think the photo-made advertisement is not used because it is so easy. Pick a good photo, combine it with some actual experience stuff bearing on it, sometimes in the customers' own words, and you have a first-class advertisement, the kind in a majority of cases which will go home. In the farm papers to one of that kind there are a hundred of the others. The worse thing about the latter is that they look and taste like advertisements. The best thing about the photo-illustrated advertisement is that it doesn't.

"I'll hazard a prediction. We are going to have an upheaval in farm paper advertisement writing methods. In the evolution of the advertisement for farmers, the photographer is going to be the star performer, not the commercial artist of even high calibre. The farmer is a business man. He knows more about buying and selling, from actual experience, than nineteen out of twenty city consumers. And like most business men, he wants fact stuff. The newsy word message will help a lot. But there is something even newsier than news. It is photos!

"Feed the farmer photos. And put all the art into them you like. Because the photo is a real, brass-tacks' affair, doesn't prevent it being highly artistic. Haven't our Eastman friends demonstrated that about as conclusively as anything can be demonstrated, in their own advertisements?"

A Six Cylinder Parable

THERE once was an Automobile Driver who used all Six Cylinders going Down Grade, but when he came to a Hill he took the wires off two Spark Plugs and tried to negotiate the hill on Four Cylinders. You will agree that he was a Pretty Foolish Driver.

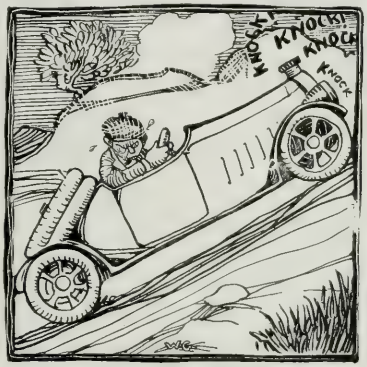


Going down hill he Used all Six Cylinders.

Yet a Lot of automobile advertisers and other advertisers are Just Like Him. Last fall and winter when they couldn't supply their Customers' Demands (the Going was Good) they advertised on a very Large Scale (used Six Cylinders). Now that they have Struck the Upgrade, quite a Few of them are Deliberately getting out and taking the Wires off two of their Spark Plugs. Just like the Grocer who Pulled Down the Curtains in his store because his groceries Weren't Selling.

Another automobile company Took an Opposite View. They ran on Six Cylinders in good times; now they are running on Six **and Giving her a lot of Extra Gas.** When others are Dropping Out they are going Strong. Here's what they say:

> "With summer coming on and the market slowing up we've started advertising big. We are running more and larger copy than we used last winter. Our business is brisk. We sold more cars in August than in June."



When he struck the Upgrade he deliberately took the Wires off two Spark Plugs.

A lot of Pessimists say we are in for a business depression This Winter. Those who Discharge their Best Salesmen doubtless will find business slow. But think—how much Better it would be for Everyone to keep On His Toes and when business shows Signs of Slowing Down, step on the Gas, keep Hitting on All Six—and take the Hill on High!

MORAL:—The purpose of Advertising is to Sell Goods and the time to Push Advertising is when Sales Don't Come Easy.

The Business Manager,
NEW YORK EVENING POST

Facts and Figures Convince the Farmer

What the Officials of the Wisconsin Live Stock Association Learned in Selling the Farmer a New Idea

By W. T. COMSTOCK

I DON'T believe our advertising gets across," said the tractor salesman. "There are thousands of farmers right here in this county who haven't been educated to the power farming idea. But our advertising is gripping and full of life."

And that was just the trouble. It was gripping, vivid, or even trenchant. And yet it wasn't selling tractors. Since there are thousands of other manufacturers who are advertising to farmers, the successful experience of the Wisconsin Live Stock Association in selling them a new idea may be interesting.

To begin with we'll have to assume that you have a vivid imagination. If you have, it will be easy to make you see how a clever idea or brilliant offer may never interest Mr. Farmer.

Now suppose you have a tractor to distribute.

Suppose it is better than any other on the market. And suppose you go out to put on a trial campaign in a county that you consider typical of your market.

SELLING A "GOOD IDEA"

You want to get your tractor on 100 of the best farms in that community and to do so you send circulars to that number of farmers and make them such an offer as this, even though it seems ridiculous:

"Will you accept a John Doe tractor? There will be no obligation whatever on your part. We merely want too get them on the market. You surely have heard what the John Doe can do; we want to prove it to thousands of others. You will make your first payment only after you have found that the John Doe more than pays its way."

Naturally you would expect almost 100 per cent returns on such an offer. But suppose you got only one answer. You'd say the farmer is impossible, or words to that effect. Wouldn't you?

It all sounds like fiction, of course, and yet it is very similar to the experience of the Wisconsin Live Stock Association when it opened "The Wisconsin Pure Bred Sire Campaign." In spite of this, however, the association sold the farmers of Wisconsin a great idea. And the methods that were used might well be adopted by every manufacturer who has a good product to market to farmers.

The trial effort in this campaign was made in Fond du Lac County, Wisconsin, in February, 1918. D. S. Bullock, the association's field agent, first enlisted the support of the local pure bred stock associations. These organizations were so enthusiastic over the movement that they offered to exchange pure bred bull calves for scrub sires. Then circulars making this offer were sent to 1,100 farmers of that county, and four took enough interest to answer these letters.

The campaign, nevertheless, continued. Enough farmers were finally interested to warrant a meeting, and then Mr. Bullock got under their skins with good dollars and cents arguments. The trial campaign finally proved to be such a success that plans for the first state wide pure bred sire campaign in the United States were made and the campaign launched a little less than a year later.

This is the sort of argument that Mr. Bullock used at these first meetings. Perhaps our machinery distributors could sell goods with such copy:

A smashing effect was made with such a chart as this at the opening of the meeting:

RESULTS OF A SURVEY OF 673 FARMS

124 used pure bred sires at the heads of their herds
Average Cash Profit
$1,102

466 used grade sires at the heads of their herds
Average Cash Profit
$734

83 used scrub sires
I. O. U. Dead Loss
$234

This caught the farmers attention and put them in a receptive mood. And this is the reason why argument that followed:

"Now suppose you have 10 common scrub cows. You can't expect to get more than 4,000 pounds of milk or 160 pounds of butter fat per cow per year. Now then put a pure bred bull with that herd. In two years you should have 20 half blood calves, and we'll say that 10 are heifers.

"Now wouldn't it be a low estimate to say that these grades will produce only 1000 pounds more milk per year, and 40 pounds more butter fat? Yet even at that a pure bred bull would add $20 profit a year per head, or $200 profit on your herd per year.

"At this rate your pure bred bull should add $1200 in profit in his six year life. Now let's add to this the increased selling value of your herd. We'll make a low estimate, say $30 per head, although you know that the law of averages would make it higher. This would total $1,500 profit from a single bull."

THE TELLING STROKE

That is the argument that sold the farmers.

And what is to prevent the manufacturer from applying the same method in his own sales efforts? If he has a commodity which will mean more dollars profit to the farmer, why not use this same sort of copy in his advertising? Perhaps our tractor manufacturer might get results with such copy as this:

"Suppose you have three teams on your farm. Now you'll admit that a John Doe light tractor will do the work of two teams. What does it cost to keep two teams? Averages show: $—— for feed, $—— for harness; $—— for stable; $—— for interest on the investment: and $—— for risk in loss of life.

"The average life of a John Doe tractor is 8 years, but we'll reduce this to 5 years to be sure. The initial cost of a John Doe would be $——. The upkeep determined from an average of 10-120 acre farms would be $——; depreciation and interest on the investment $——.

"Then in ten years this tractor would cost you $——. In the same time two teams could cost $——.

MACHINERY FOR A SURVEY

The farmer couldn't get away from such figures—that is if they looked reasonable and were based upon a careful survey.. They would educate him, or sell him the new idea. This sort of copy can be used by the distributor of any machinery which means a saving or greater profit to the farmer. For no farmer can neglect this greatest appeal, namely that of dollars and cents.

After a careful market investigation and complete organization of the state, the pure bred sire campaign was begun in earnest in January 1919. The machinery created or rather discovered in this survey is now at the disposal of every manufacturer in the country.

County agents, editors, county superintendents of schools and teachers, farmers' organizations, and bankers—these were the persons upon whom the association depended for most of its support. Committees were formed headed by such persons who thus became the dealers of the pure bred sire idea.

To these county committees and all workers in the campaign a little house organ was sent entitled, "Boost Better Bulls." This little publication does not differ greatly from any manufacturer's house organ. Its purpose is to inspire and instruct committee members. It tells the workers how to arrange county fair exhibits, when and where to get good blooded sires at reasonable prices, and what some other committees of the state are doing.

The county agent, naturally, was found to be the most effective and active unit in the entire sales organization. And national distributors might also find him valuable in selling their products.

The county agent, however, must never advocate the introduction of a specific commodity to the disadvantage of others. If he does so, his influence in his community will soon be lost. The county agent, by the way, is usually a representative of the state college of agriculture placed in the community to educate the farmer to more up-to-date methods of farming.

Educational material he always finds acceptable so long as that material does not refer too pointedly to the manufacturer.

WINNING THE COUNTY AGENT

Almost any county agent, for example, will respond to such a letter as this:

"Our interests are identical, to educate the farmer to more up-to-date methods. We feel that our product has certain merit, that its general use will mean better farms.

"Therefore, we are sending you a series of posters and booklets on tractor farming (or any similar, educational material) for which you may find some use at community fairs, and other similar gatherings. The only reference to ourselves is to be found at the bottoms of these posters in small type: 'These posters furnished at the courtesy of the John Doe Tractor Co.'"

The county agent would take an interest. He would work with you to create demand by education, one of the great problems of the man who is trying to sell to farmers. This influence should not be overlooked.

After his support has once been secured, it will be possible to conduct an investigation of the territory through him. He would willing tell whether or not his community is adapted to the general use of four-wheel or caterpillar tractors. Or what sort of fertilizer the land in his county needs. He might also give the manufacturer much information as to distribution in the county; that is, what dealers are best fitted to market his product.

Rural school systems might also be used by national distributors as sources for information. They were used as agencies for the distribution of literature and the collection of census information by the live stock association.

On the walls of the office of any wide awake county school superintendent charts can be found showing the number of silos in the county, the number of model barns, and the location of truck and tractor owners. Wouldn't some of this information mean much to our tractor distributor? The more he knows about the market the more directly he can shoot with his advertising.

After the organization of the campaign, figures based upon surveys and reports of cow testing associations were compiled, and their

A Circulation Is No Larger Than Its Value Is to You

If you are in possession of some commodity for which you have no real use, your first thought is to sell it to the best advantage.

In order best to do this you go over in your mind your list of acquaintances and their possibilities as buyers.

Mentally you eliminate Jones—because he cannot afford it; Brown—because he would not appreciate it; Smith—because he could neither afford nor appreciate it, and so on down the line.

Then to those whom your good judgment tells you are selling possibilities you tell your story.

In other words, you use your selling strength on your known possibilities and eliminate the known wastage.

A successful merchant conducts his selling plan in the same manner, the difference being in the size of the proposition.

The personal acquaintance being an impossibility on account of the magnitude of the proposition involved, and selling, as he must, through the printed word, his sole method of judging the readers of the various media is by the tone of the various media.

Given a newspaper that is freakish, sensational in its news features, careless in the advertising it publishes, and it is not difficult to visualize its readers. Such newspapers cannot obtain and hold the respect of the better-class reader.

Given a newspaper that is sane, whose editorial policy makes an appeal to people of intelligence and whose advertising columns are as clean as are its news columns and you instinctively know that this paper is bound to attract and hold the intelligent and better-class reader.

For your advertising, which newspaper makes the greatest appeal? Which will bring you the greatest results?

"You cannot make a silk purse out of a sow's ear." By the same token you cannot make customers out of people who have neither the intelligence to appreciate your offerings nor the ability to purchase them.

As we said in the beginning of this advertisement, "a circulation is no larger than its value is to you."

The majority of the people of Chicago and vicinity who have both appreciation of better-class goods and the ability to buy them are readers of

The Chicago Evening Post

One of the Shaffer Group of Newspapers

Eastern Representative:
Kelly-Smith Co., Marbridge Building, New York.

Western Representative:
John Glass, Peoples Gas Building, Chicago.

Mr. Bullock was able to go before the farmers with absolute testimonials. The following is typical of these later arguments:

"Here is the report of the Amherst Nelsonville cow testing association, right over here in your neighboring county. They found that the difference in favor of herds headed by pure bred bulls was 1,341 pounds of milk and 80 pounds of butter fat per year.

"At 70 cents per pound for butter fat, that meant an addition in profit of $56 per cow per year.

"But let's be conservative. Let's suppose that a pure bred sire at the head of your herd will mean only an addition of 40 pounds of butter fat per cow after two years. On your herd of 10 cows that will make $280 more profit per year. Can you afford to keep that scrub at the head of your herd?"

After the facts had been secured, Mr. Bullock always used testimonials in both his circulars and speeches.

"The farmer is a purchasing agent for a business," he says. "He's hard to convince, but when you get down to his own terms, and talk dollars and cents to him, he can be sold.

"It's a good idea to maintain an obvious restraint in your claims. Let him lay down your ad with the conviction that the article you are selling will mean more to him in profit than the ad claims.

"Above all the farmer is ravenous for cold, bare facts and figures. The hurrah with brilliant writing will never convince him. He has too much time to think it over when he's out riding a mower or doing the chores. Just give him the facts in a restrained conservative way and he'll believe your ad.

Mr. Bullock can speak as an authority on convincing the farmer. His pure bred sire campaign has been such a success that the U. S. Department of Agriculture is now urging other states to take up a similar movement. To-day approximately 4,000 pure bred bulls are heading Wisconsin herds which were formerly led by scrub sires.

The conduct of the campaign shows that the farmer is hard to sell, but that testimonial advertising and reason why, restrained copy will land him. He is a purchasing agent, not always ready to take up new ideas until he can be shown that their adoption will mean greater profit.

William T. Belding Dies

William T. Belding, head of an advertising business in New York, and forty years connected with the New York office of the Cassell Publishing Company of London, died on Wednesday of last week at his home in East Orange, N. J., in his sixty-second year.

Curtis Publishing Co. Moves New York Offices

The Curtis Publishing Company has moved its New York offices from 1 Madison Avenue to 366 Madison Avenue.

Kress Sales for August

For August, S. H. Kress & Co. reports sales of $2,227,106, an increase of $470,430 over August, 1919. For the eight months sales totaled $17,136,827, a $3,106,753 increase over last year.

Case Plow Sales

The J. I. Case Plow Works Co. for the year ended June 30, 1920, reports net sales of $11,006,882, net profits after Federal taxes $673,365 and surplus $305,805.

Triangle Service Started

Triangle Service has been incorporated in New York with a capital of $25,000 to engage in advertising. S. C. Blumenstock, A. J. Rubin and A. Werner, 51 Chambers Street, are the incorporators.

New Beech-Nut Advertising Head

Stanton Van Wie has been appointed advertising manager of the Beech-Nut Packing Company, Canajoharie, N. Y. Mr. Van Wie succeeds C. Edward Morris.

Publishing Firm Leases Building

The Croatian Publishing Company, New York, has leased the building at 209-211 West 33d street, and will occupy it as soon as extensive alterations are made.

With apologies to Sweet Caporals

Ask

COLGATE'S

They know

The

ALL FICTION FIELD

COMPRISING

Adventure
Ainslee's
Argosy-All Story
Detective Story
People's
Short Stories
Smith's
The Popular
Top-Notch

Giellerup Joins George Batten Co.

S. H. Giellerup on September 15, resigned as advertising manager of the Standard Kid Mfg. Co., producers of Vode Kid in Boston, Mass., to join the George Batten Company of New York.

Lyon Association Started

Lyon Association has been incorporated in New York with a capital of $12,000 to engage in advertising and publishing. H. Wagner, R. D. Slawter, and J. B. Lyon, Times Building, are the organizers.

Stanley E. Gunnison Locates

Stanley E. Gunnison, Inc., advertising agency, is now located at 30 Church Street, New York. Former quarters were at 26 West 44th Street.

"Mining and Scientific Press" in New Quarters

The New York office of the *Mining and Scientific Press*, published by the Dewey Publishing Co., San Francisco, has been moved from the Woolworth Building to Room 1400, 31 Nassau St.

Two New Paper Mills

The Northern Peshtigo Pulp Co., a new concern at Marinette, Mich., will erect a $1,000,000 paper plant at Lakewood, Mich., and it is planned to have the plant producing newsprint and other lines of paper in a record time.

The Oconto Service Company has purchased the Caulder holdings near High Falls, Mich., and will erect a paper pulp and sulphite mill at an estimated cost of $1,000,000.

Silberstein Expands Agency

Alfred J. Silberstein, advertising, has moved its offices to larger quarters on the second floor of the Astor Court Building, New York. This agency has recently secured the advertising account of Epstein-Chas. Douglis Co., clothing manufacturers, making National Students' Clothes, of Rochester and New York; also the accounts of the Master Shirt & Blouse Co., Philadelphia, boys' shirts and blouses, and the Pekett Headwear Co., New York.

Crex Carpet Has Record Year

The Crex Carpet Company reports for the fiscal year ended June 30, net earnings, after depreciation, Federal taxes and charges, of $447,043, the largest in the history of the company.

New Accounts for Scott & Scott

Among the new accounts secured by Scott & Scott, Inc., of New York, are Weber's Tea Company, Brooklyn, N. Y.; Boardman & Cross, New York, importers of linen novelties; the Calhoun Watch Company, New York, manufacturers of watches and jewelry.

G-E Sales $300,000,000 a Year

Sales of the General Electric Company for the first five months of this year were at the annual rate of $255,000,000. At present they are at the rate of $300,000,000 a year.

New Agency for Wheeling

Edward A. Arkle, a newspaperman of Wheeling, West Va., has organized an agency in that city to be known as the Wheeling News and Advertising Bureau. Besides handling advertising business it will operate a clipping bureau and news service.

Sales Manager Enters "Movies"

H. W. Traver, general sales manager for F. G. Smith, Inc., New York piano concern, has resigned his position to leave for Detroit, where he will be associated with the United Artists, organized by Mary Pickford, Douglas Fairbanks and other motion picture stars. Mr. Traver, formerly for five years was vice-president of the Autopiano Co.

Making Up Vitagraph Lists

The H. E. Lesan Advertising Agency is placing orders in a large list of newspapers for the Vitagraph, Inc., producers of motion pictures.

Advertising Club Started in Madison

Madison, Wisconsin, has started an Advertising Club, with about 35 members—buyers and sellers of advertising. Edward Shmitz, of the Hub, was elected president, C. W. Haswell, vice-president, H. B. Dyer, treasurer, and Arthur Hedquist, secretary. The club will be affiliated with the Associated Advertising Clubs of the World.

Three Billion Dollars Around Loose

There are just $3,000,000,000 in loose circulation in America today, according to the estimate of William H. Hutt, acting governor of the Philadelphia Federal Reserve Bank. In other words, there are three billion in cash not deposited in orthodox banks, but carried in silk stockings, old wallets, or hidden in the mattress or under the fireplace.

Colgate & Company know how much dentifrice and talcum powder and soap are used by the million and a half men and women who read The All-Fiction Field

The
FIELD OF GREATEST YIELD
PUBLISHED BY
Doubleday, Page & Co. The Ridgway Company
The Frank A. Munsey Co. Street & Smith Corporation
MEMBERS A. B. C.



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstitution and tradition and to create the good will of the Foreign buyer.

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

Texas, the Latent Empire State, Where the Dawn's Coming Up "Like Thunder"

Some Facts and Figures as to Texas Resources and Sales Possibilities that Will Interest Merchandisers Entering the Southwestern Market

By STUART McGREGOR
Texas Chamber of Commerce

TEXAS is the "Latent Empire State" of the Union. A new—but true—way to put it. Texas, fifth in population, has more producers of raw material than any other state; she has more arable land lying idle; she has the longest border abutting upon foreign territory; she has the third longest coastline. The day will come when Texas will have three times the raw material producers of any other state.

Texas' agricultural products sold for more than one billion dollars last year, leading the states. Still it is not the great production of *today* that the student of this state should consider, but rather the almost unlimited possibilities for *tomorrow* lying in Texas' 75,000,000 acres of tillable, idle land. Within the borders of the state are 168,000,000 acres, of which more than 110,000,000 can be considered from fair to first-class farming land. At present only about 27,000,000 acres are actually under the plow.

DEVELOPED UNDER HANDICAPS

No one will deny that Texas has developed rapidly but Texas has developed under two great handicaps, her geographical location, and the fact that her variety of soils and climatic conditions baffled the cotton farmers who constituted the greater part of the early settlers on Texas lands.

Geographically, Texas is situated in the Southwest corner of that North Temperate Zone band which comprises the civilized world. She was the farthest removed of all the great western states, and had the additional handicap of being open to the westbound tide of development only along her comparatively short eastern and northeastern boundaries. The Sabine and the Red rivers were remote from the average prospective settler from "the States," but even after he reached these rivers he was still 600 miles distant from the Lower Rio Grande valley. Is it a wonder that this garden spot was slow in developing?

But the baffling problem presented to the cotton farmer by Texas' varied climate has been the state's greatest drawback. For the average settler went to Texas with the intention of growing cotton—all he knew how to grow. They had hard luck at first in the low lying coast country, in the high chilly plains country, and in the valley of the Rio Grande. But since those days they have learned how to make fortunes on the coastal rice farms; the railroads could not haul the cabbage and truck from the Rio Grande Valley last year; and many farmers of the Panhandle plains cleared the prices of their farms on this year's wheat crop. Even in the great cotton belt in the center of the state, farmers have largely turned their attention from cotton to hogs, horses, dairying, garden truck and feed crops. Since 1914, the cotton production of the state has gone on a downward curve from 4½ million to barely 3 million bales, while production of grain, maize, truck and dairy products has doubled, tripled and quadrupled.

TEXAS "FEELING HER OATS"

Outside of these two handicaps, a state as big as Texas has many other problems of coordination. For example, there is today a great area in the Rio Grande Valley into which no railroad has built because there is too little grown to warrant the construction of a line. This looks very logical until one discovers the failure of land owners to grow garden truck is due only to the fact that these counties are not served by a railroad. The time will soon come when the railroad will be built and Texas will have another garden spot in the place of a sparsely settled cattle country.

Yes, Texas is gradually learning the old Greek proverb: "Know Thyself." She is learning that she has an area as large as South Carolina upon which more than fifty inches of rain falls annually, and an equally large area upon which precipitation is less than 20 inches yearly—to say nothing of what lies between these two belts. Texas farmers have learned that a section of their state as big as Ohio lies 700 feet or less above sea level, while an equally large area lies 2,500 feet to 9,000 feet above sea level, to say nothing of the intermediate elevations. Texans have learned that the snow begins to drift across her far northern boundry before her southermost residents lay aside their Palm Beach clothing. And lastly and above all, Texans have learned that they cannot grow cotton in every county in the state.

Texas has not learned without cost, however, for she has learned in the proverbial school of experience; Texas has received much bad advertisement because of crop failures, due in almost every instance to lack of adjustment of crop to soil and climate. Nevertheless, Texas has learned and a new day is dawning. Last season Texas' 16,000 miles of railroad were unable to haul the cabbage and spinach from the Rio Grande valley and the wheat from the Panhandle plains.

With adjustment of agriculture to soil and climatic conditions, the state is entering an area of agricultural prosperity, rural welfare development, and resultant business prosperity which will outstrip anything in the history of the state. Restoration of peace with Mexico will throw open the doors to a great international trade; the Gulf ports are rapidly entering into trade relations with the Pacific ports through the Panama canal; and already there are more than 5,000 factories in the

What Texas Offers

REALIZING, perhaps as clearly as does the Texas Chamber of Commerce, the richness of the Texas market, and quite as eager to serve Texas, on the one hand, and the manufacturers and distributors of the country on the other, ADVERTISING & SELLING has asked Mr. McGregor to write for this issue the market story of Texas.

Texas with its great plains and far horizons fascinated the pioneer of yesterday; fascinates the tourist of to-day. This fascination does not fade when the keen business man comes to examine its resources and sales possibilities. It is with these features that Mr. McGregor has dealt shedding new light on the lure of the Southwest. THE EDITOR.

state, most of which have been built during the past few years.

With 24,000,000 out of an available 110,000,000 acres in cultivation last year, Texas made a remarkable showing.

THE POTENTIAL MARKET

The population of Texas will probably be upwards of 5,000,000 when the present census enumeration is completed; this is a growth of about 28 per cent over its population of 3,890,000 in 1910. Ten years ago Texas had not a single city with 100,000 population; today there are four cities, San Antonio, Dallas, Houston and Fort Worth, with populations ranging from 120,000 to 175,000. Not only has the city population increased, but there has been a healthy increase in the number of farmers and farms during the past ten years.

Texas is today a great market—and a vastly greater potential market—for everything needed by a newly developing country. Several hundred million dollars will be spent on Texas highway development during the next few years. The agents in many Texas counties last year sold hundreds of tractors, and the harvest was delayed because railroads could not deliver farm machinery to meet the demand. Building permits for Texas' ten leading cities will total $100,000,000 for the current year, if the present rate of building is continued, these figures being based upon reports from city engineers and building inspectors. Texas railroads will have to add fully 5,000 miles to their present 16,000 mileage within the state to reach all territory now in actual need of better transportation service. With the single exception of cotton production, Texas crops in five years will be four times as great as they were during the past year. These figures are based on the rate of increase during the past decade. Government reports of 1909-10-11 show that Texas grew from 5,000,000 to 7,000,000 bushels of kaffir; last year the total production was 59,334,000 bushels. Ten years ago Texas truck growers shipped 2,500 car loads of truck out of the state and the Lone Star State began to consider the value of the truck crop. Last year, nearly 14,000 carloads of truck were shipped to out-of-state markets. Texas peach production in 1909 was 729,000 bushels, last year it was 2,760,000 bushels; pear production jumped from 110,000 bushels to 385,000 bushels in the same length of time, and apple production from 168,000 to 624,000 bushels.

SOME CROP RECORD

The "Texas Catalogue" of 1914 boasts that "Texas broke all records in the production of oats last year with 31,000,000 bushels"; in 1919 the production was 94,500,000 bushels. Wheat production in 1914 was 13,050,000 bushels; last year 31,350,000 bushels of winter wheat were grown in Texas. Texas produced a "bumper" crop of 1,000,000 bushels of peanuts in 1914; last year the production was 5,550,000 bushels. Five years ago, the bee industry of the state was valued at $655,000; last year the honey alone was sold for more than $4,000,000. Outside the splendid development of these industries, Texas is now producing great quantities of spinnach and other crops that were unknown several years ago. Cotton production has declined about 10 per cent during the past six years; corn has increased from an average of about 150,000,000 bushels to 200,000,000 bushels.

Practically all other crops have doubled, tripled, and quadrupled, and a world of significance lies in the fact that Texas has enough tillable land left to double, triple and quadruple these figures again during the next five or ten years. Yes, Texas is the "Latent Empire State" of the Union.

Among the states of the Union Texas ranks first as a producer of Kaffirs, cotton, cotton seed, pecans, cattle and mules. She stands second as a producer of such a wide variety of crops as cabbage, cane sugar, sweet potatoes, honey and broom corn, and takes third place in the production of oats, corn, peanuts, rice, cow peas and horses. Totals are almost too large to have significance, but it is worth while pausing to consider that the Lone Star State boasts an annual crop value of over a billion and a million dollars and can place a price of $575,732,000 on her livestock. Add to this that her annual wool output mounts to 14,986,000 pounds valued at $6,444,000 and her oil production to 90,645,000 barrels valued at $265,907,000, and you will arrive at some estimate of her splendid fecundity and some grasp of the buying power of the Texas market.

Texas has many resources that call for developing. With 25 per cent of the world's cotton crop it has but a dozen cotton mills. With $32,000,000 worth of fruits and vegetables produced every year and millions of acres on which more can be profitably produced, it has but a few comparatively small canning factories. Within its boundaries are coal, iron, natural gas, crude petroleum and many varieties of metals. The further developments of all of these resources and their subsidiary industries will carry forward the growth of the population, and the expansion of the market. The population of Texas is already increasing at the rate of 235 persons a day. The monthly volume of purchases is on the upward rise. The "latent empire" is absorbing new products all the time. The market is not latent. It has no limits.

TEXAS

Has 110,000,000 acres of tillable, idle land.

Has 5,000,000 "prospects" for your goods.

Has four cities with more than 100,000 population; ten years ago there were none as large as that.

Led the states last year in value of agricultural products sold.

Ranks first among the states as a producer of Kaffirs, cotton, cotton seed, pecans and mules.

Has border cities that are gateways into the great undeveloped trade territory of the Mexican.

Has a population 76 per cent rural and 24 per cent urban.

Has a child born every four minutes.

Has a per capita wealth of approximately $1,275.

Has 338,142 motor cars, which is an average of one car to every fifteen persons in the state.

Has 128,961 miles of roads.

Is increasing its population at the rate of 235 persons a day.

Has a potential working force of 2,240,000 people.

Has the men and the money and wants the goods.

Kobbe Placing Moth Bag Copy

Philip Kobbe Company, Inc., New York, is now placing the advertising for the White Tar Company, featuring White Tar Moth Bags for clothes protection. Newspaper and Rotogravure space is being used.



Fort Worth
Texas

Population city proper

106,482

This population is within corporate limits embracing only 16.8 square miles, 50 percent less area than any of the three cities of Texas showing greater population and less than one-half the area of the other two.

Population immediate suburbs 44,109

(Figures based upon school census, telephones, light connections and voters.)

Total Population Fort Worth Shopping Area

150,591

Fort Worth is THE ONLY ONE OF THE FOUR LARGEST TEXAS CITIES which has not annexed territory during the past ten years.

FORT WORTH STAR--TELEGRAM

Net paid circulation

Over 75,000 daily Over 90,000 Sunday

Star-Telegram circulation at 5c. daily, 10c. Sunday—25c. per week by carrier in the city and from $10.00 to $15.00 per year by mail, exceeds that of papers in nearly every city in the United States under 200,000 population.

COVERING A BILLION DOLLAR TERRITORY of remarkable per capita wealth, the Star-Telegram offers wonderful opportunities to the national advertiser.

Ask for our Merchandising Survey

FORT WORTH STAR--TELEGRAM

Largest Circulation in Texas

Charter Member A. B. C.

AMON G. CARTER, Vice-Pres. & Gen. Mgr.
A. L. SHUMAN,
Advertising Manager

To Advertise Bahama Islands Tour

The Nassau Hotel & Steamship Co. of Nassau, Bahama Islands, has begun an advertising campaign in the United States to cultivate the interest of tourist travel to the Islands. The House of Hubbell, Cleveland, has been appointed as the advertising agency.

Becomes Bloomingdale's Advertising Head

H. Lubet, recently advertising manager of the J. S. Bailey Company of Brooklyn, has been appointed advertising manager of Bloomingdale Bros., New York.

Ayer Makes Munn Art Director

N. W. Ayer & Son, Philadelphia, has appointed A. W. Munn, associated with the agency for some time, its art director.

Tainsch Controls Mitchell Sales

John Tainsch, who has been sales manager of the Mitchell Motors Company, Racine, Wis., for the past four years, has been given complete control of the Mitchell selling department, succeeding in this branch of work R. C. Rueschaw, who has resigned as vice-president of the company.

Jewell Leaves "Farmers Home Journal"

William Clarke Jewell, director of advertising for the *Farmers Home Journal*, Louisville, Ky., has resigned his position with that magazine.

Made Western Sales Manager

La Motte Van Riper has been made western sales manager for the Ajax Rubber Co., Inc., to succeed Ernst H. Brandt, resigned.

Dippy & Aitkin Now Aitkin-Kynett Co.

A. King Aitkin and H. H. Kynett have purchased the interest of Robert H. Dippy in the Philadelphia advertising agency heretofore known as Dippy & Aitkin. The business will be continued at the same address and, with the exception of Mr. Dippy, with the same personnel. The agency will be known as the Aitkin-Kynett Co.

Fox Joins Lincoln Motors

C. L. Fox, who recently resigned from the Saxon Motor Corporation, has joined the Liberty Motor Co. in the capacity of assistant sales manager, doing special work in connection with the sales end of the business.

Warburton Heads Caskey-Dupree Sales

J. H. Warburton has been placed in charge of sales of the Caskey-Dupree Mfg. Co., Marietta, O., covering both the automobile accessory and metal building specialties departments.

Locate in Thirty-fourth Street Building

The Technical Advertising Agency and the Mutual Art Service of New York are among the firms which leased quarters at 214 West Thirty-fourth street this week.

Reasons for Business Optimism

Our agriculturalists are likely to receive upward of $25,000,000,000 this year for their products, and they are not niggardly spenders. We are still selling to other countries more than we buy from them, and gold is now coming into the country faster than it is leaving. The crippling of domestic trade through seriously inadequate railroad facilities will shortly be modified. One could enumerate a dozen—twenty—encouraging features of the present situation and the outlook, says *Forbes' Magazine*. Therefore, the business man who allows himself to sink into the doldrums and to proceed on the theory that everything is going to come to a standstill is likely to find himself awkwardly situated bye and bye.

A Substitute for Daylight

A new method of illumination, known as the Sheringham Light, under which colors may be examined and matched, is nearly similar to day light, according to the London correspondent of the *Journal of Industrial and Engineering Chemistry*. It was demonstrated recently before the London Section of the Society of Chemical Industry, which was much impressed by its possibilities.

The basis of the light is an incandescent lamp, which has on its lower half a metal hemisphere which reflects the bulk of the rays upward against a large reflector in which there are concentric rings colored yellow, green and blue in proper proportions.

By a judicious selection of the colors in the reflector a light is obtained of which the spectrum is usually similar to that of daylight, although the proportion of violet rays is somewhat less than is found in the rays from the sun. The deflection absorbs about half of the light, but the system is considered as having great possibilities in certain directions.

No. 2 of a Series on Personnel



HENRY CLAY GRANT
General Manager
Director of Advertising and Merchandising

MR. GRANT was originally a newspaper man, but early transferred his activities to the trade paper field, where he secured his first advertising and merchandising experience.

His association with the screen medium dates from the early days of slide advertising—and both Mr. Grant and Mr. Levey contributed extensively to the development of the old style slide into animated slides, film trailers, and finally into the effective screen medium of today—the Industrial-Educational film which reaches its greatest efficiency in the Truth Productions of the Harry Levey Service Corporation.

Mr. Grant's ability is a considerable factor in the resultful record of the Industrial-Educational film medium as produced by Harry Levey and his associates.

A request will bring you full details concerning the application of this medium to your problems of production, distribution and personnel.

HARRY LEVEY
SERVICE CORPORATION
Producers and Distributors of Industrial Educational Films
NEW YORK CITY
Temporary Offices: 1662 Broadway
Studios: 230-232 West 38th Street

Why The Business Adjustment Is Slow In Coming

Manufacturers, jobbers and retailers enriched themselves during war-times and thereafter on a rising market. They bought raw materials or finished products at one price, and watched them rise to new prices even before they could be disposed of. If they had enough stock on their shelves they did not have to turn their hands over to make a fortune. It made itself.

Everything that goes up has to come down, but there never has been a time when the business interests were in a position to accept a falling market gracefully. That which they made in a rising market they have put into the business, or somewhere else where it is not readily available to tide them over the inevitable decline in prices that was always bound to come.

One reason the adjustment does not come quicker, says the Memphis *News Scimitar,* is because business is still holding out from accepting the inevitable state of things. There are raw materials on hand with the producers, as in the case of the American woolen interests and the Philadelphia tanners, and there are finished goods on hand with the merchants, which were purchased at a price greater than the price which now obtains. Therefore they refuse to dispose of these stocks at the price justified by the prevailing conditions, and sit back waiting for something to turn up, they hardly know what.

If they once consented to the sacrifice, disposed of their old stocks at a loss, an enormous trade would lie ahead of them. The public has underbought ever since last winter, and is prepared to lose a good deal of coin at prices it considers reasonable in view of all the factors of present production.

Some business men are tied up where they cannot stand a loss on their present stocks, but they ought never to have got themselves into such shape. The others, who are in the majority, would do themselves and the country a favor if they would adapt themselves quickly to a new situation.

Film Men to Guard Advertising

President William A. Brady of the National Association of the Motion Picture Industry has appointed a vigilance committee whose duty it will be to protect the good name of the motion picture art and the industry. Included in the scope of the committee's work will be the investigation of improper advertising, stock selling schemes, and of fake schools for acting and picture writing.

The following have been appointed to constitute the committee: James R. Quirk, editor *Photoplay Magazine,* chairman; Paul Gulick, retiring president of Associated Motion Picture Advertisers, Inc.; Nathan Vidaver, chairman legal committee of the national association; Martin J. Quigley, publisher *Exhibitors Herald;* Lesly Mason, editor *Exhibitors Trade Review;* Fred J. Beecroft, advertising manager *Motion Picture News,* and George Blaisdell, editor *Moving Picture World.*

Fire Destroys Fresno "Herald"

The Fresno, Cal., *Herald,* destroyed by fire on September 8, is now being printed outside, pending the installing of new equipment which is expected to be completed within a short time.

Business Show Opens October 25

The National Business Show, which is held in New York annually, will be held in Grand Central Palace this year during the week of October 25. The list of exhibitors is said to have passed the hundred mark already.

Speaking of Texas

"Deflation in every direction has been thorough (in Texas)," says *Commerce and Finance,* "and business now rests upon a substantial basis that will serve as the foundation of sound prosperity as soon as the crops are moved and the money that they will yield is in circulation.

"Business throughout the Southwest is generally good but the shortage of credit in combination with the recent decline in the cotton market and the lateness of the crop is making both sellers and buyers cautious."

Bridgeport "Times" Sold

The Farmer Publishing Company, composed of Floyd Tucker and his family, has sold the Bridgeport, Conn. *Times* and *Evening Farmer* to the Times Publishing Company, formed by Lynn W. Wilson and James L. McGovern. Mr. Wilson has been an editorial writer on the paper for many years and Mr. McGovern was city editor until he became collector of customs, a position he is now filling in his second term.

Employes to Get 60 Per Cent of Excess Profits.

Harold F. McCormick, president of the International Harvester Company, has announced to employees that hereafter the company will give them 60 per cent of profits in excess of 7 per cent of the invested capital. The new plan supersedes the profit sharing plan of 1915, and is effective as of January 1, 1920.

WHAT DOES "JOBBER INFLUENCE" OF A NEWSPAPER MEAN?

Indianapolis Drug Jobbers Sold $7,000,000 of Goods to 2,436 Retail Customers in 1919



Druggists in Five States Buy from Indianapolis Jobbers

The influence of News advertising on the three drug jobbers of Indianapolis produces sales results for manufacturers far beyond the actual circulation limits of the paper. The territory shown on the map is worked very intensively by these wholesalers, the largest of whom has thirty salesmen on the road. The buyers in these three drug houses naturally are more familiar with The News than with any other advertising medium. They "follow you" immediately when you show them The News' portfolio of non-cancelable advertising. And the attitude of these few wholesale buyers is reflected in the sales of your product in five states.

Send for booklet—Seven Studies in Distribution

The Indianapolis News

First in America in National Advertising 6 Days a Week

New York Office
DAN A. CARROLL
Tribune Building

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg

USE NEWSPAPERS ON A THREE-YEAR BASIS

Eliminating "Under Separate Cover," From International Correspondence

What Effect the General Use of Combination Packages Will Have On the World's Business Relations

By F. E. WALDON

A MERCHANT of wide experience in long-range buying has declared that the most aggravating words in the English language are "under separate cover." What he meant, of course, was that the form of transmission or communication indicated by this familiar phrase, is, instead of a convenience or even an accepted necessity, naught but a delusion and a snare, and a mighty irritating one at that. His verdict will doubtless be fervently endorsed by the average individual whose responsibilities include the dispatch or receipt of advertising matter, trade literature, samples, trial packages, and the various other instrumentalities of trade that require accompanying communications to explain their respective missions.

The trouble with "under separate cover," if we take a phrase as indicative of a system, is that it too often means "by separate post." No emphasis is needed to indicate what this latter portends. To separate, even by a day, the delivery of sales arguments that require simultaneous or closely consecutive presentation is to weaken the whole effect of a sales campaign. There are bound to be, at best, gaps in the continuity of "silent salesmanship" when a portion of a message is sent by letter post and its complement travels, at slower gait, by book post, but these lapses have grown interminably as a result of the derangements in mail service during the war and in the post-war period of readjustment.

WAR HAD ITS EFFECT

It is not too much to say that it needed but the war and its aftermath to reveal what had heretofore been only hinted, namely, the enormous iniquities of "under separate cover." Afflicted with a labor shortage, with the break-down of railroad systems and other transportation facilities and with other ills, postal administrative officials faced an inevitable limitation upon the amount of mail that could receive reasonably prompt dispatch.

Logically, no doubt, they elected in most instances to give preference to first-class mail and to cause to wait upon convenience, the merchandise and printed matter units which, under the classifications in vogue in most countries, rank as second, third and fourth class. The consequence was, however, that there has been even more than what might be termed the normal separation of time in the receipt of letter mail and of its accessories.

This state of affairs has been serious enough in all the processes of commerce but it has been particularly disastrous, yea tragic, in the sphere of international trade. To have a business letter arrive by one steamer and the samples, the price list, the catalogue, or the drawings to which it refers, tag along by a later steamer, is irritating enough when regular and frequent steamship service is to be depended upon. It is infinitely worse, of course, when the arrival and dispatch of overseas mail occurs at irregular and perhaps infrequent intervals as was the case during the war and as must continue to be the case until the shipping world is thoroughly reconditioned.

Given this fresh emphasis of the economic loss and waste, not to mention ill feeling, which results from a "double standard" in mailing there is cause for genuine congratulation on the part of traders, that a practical solution seems finally to have been found for the problem of "separation of families" in the mails. The panacea is known as "the combination package," an instrumentality whereby a letter and its accompanying merchandise or printed matter may go hand in hand all the way to destination.

A "YANKEE" INVENTION

Various expedients have been tried in various countries at various times to enable the transmission of written communications in conjunction with parcel post shipments. However, the "combination package" as a vehicle specifically designed for the function it performs, is claimed to be a Yankee invention and certain ingenious individuals in the United States are responsible for the versatile forms in which this combination idea has found expression in order to adapt it to the specific requirements of different interests.

The United States is also responsible for the furtherance of the

PROMOTION MAN

A splendid opportunity presents itself for a bright, pithy writer, with a keen sense of logic and an appreciation of refined effects in typography and layout, to connect with a metropolitan newspaper.

Publicity or journalistic experience advantageous though preference will be given to a trained newspaper promotion man. Send brief business history and specimen of work. Salary commensurate with experience and ability.

BOX NO. 279,

Care ADVERTISING & SELLING

current movement in glorification of the combination package to the extent that it was the United States government that lately initiated the movement to secure the admission of combination packages in the international mails.

It need not be stated that the government at Washington has no other interest in the matter than the furtherance of any and all agencies that will make for better business—business more quickly and more efficiently administered. Some months ago, firms in the United States that had made, with entire success, experiments in the use of the combination package in the domestic mails appealed to the national government to exercise its good offices with foreign powers to secure the acceptance of the new dual mail forms in international channels. Accordingly, the United States officials have taken up the matter with postal administrators all over the world and so manifest are the advantages of the plan that already a number of countries have concurred, albeit the combination package presents a rather radical innovation in postal practice.

The medium known as a "combination package" has already appeared in a number of different guises and will, doubtless, assume even more diverse forms as its popularity increases. Indeed, the character of the business operations in which this new aid is employed may be expected to dictate its character or physical proportions and the basic idea is susceptible of innumerable adaptations. Fundamentally, a combination package consists of a mail receptacle or container in two parts firmly attached together, or, perhaps, constituting separate compartments in one integral structure. Both parts are addressed for delivery to the same addressee.

POSTAL CONCESSIONS WON

The purpose of this dual utility postal vehicle is to provide, first, a sealed envelope for a communication to be fully prepaid at the letter rate of postage and, second, an unsealed container adapted to the transmission of printed matter, samples of merchandise or any other incidentals which, were it not for the prohibitive rates of postage, the sender would like to send as enclosures in his letter. It will be observed that, thanks to this new device, a mail user may have his samples, printed matter or what not, occupy to all intents and purposes the status of enclosures and yet have the benefit of the concessions in postage rates that obtain when such material is sent unsealed.

Some of the "combination packages" that Yankee ingenuity has devised are, in literal truth, combinations in that means have been found to inseparably link a bag and an envelope, a cotton fabric bag, suited to the accommodation of seeds or other similar commodities, being stitched to a staunch paper envelope which serves as the carrier for the letter. Where printed matter, rather than merchandise samples, forms the "exhibit" to be transmitted in a combination package the preference is usually for a two-in-one container formed from strong paper stock.

In conversation with the writer, officials in the office of the superintendent of foreign mails, U. S. postoffice department, have cited as a well nigh ideal example of the combination package, a double-ended envelope used by the A. I. Root Company, purveyors of bee keeper's supplies, located at Medina, Ohio. This specimen, it may be explained, consists of letter and catalogue pockets (with the backs in one continuous piece) formed of

SYSTEMS BOND

"The Rag-content Loft-dried Paper at the Reasonable Price"



CHARACTER

Is your stationery just stationery or does it possess the character that will make it a credit as well as an asset to your firm?

You can always depend on the character of Systems Bond. Every sheet has unusually fine color, strength and crispness. The uniform high quality of this paper is carefully built in.

Systems Bond is just what it is represented to be, a rag-content, loft-dried bond paper selling at a reasonable price. Its quality makes it a desirable choice for any job and its moderate price still further recommends its use.

Eastern Manufacturing Company

General Sales Offices:

501 Fifth Avenue New York

Mills at Bangor and Lincoln, Maine

heavy manila stock of considerable tensile strength. The postal experts are enthusiastic regarding this particular version of the combination package because their investigations have shown that, for long ocean voyages, and to stand the strain of the shuffling motion that is imparted to mail by the roll and pitch of a ship there is nothing to compare with an envelope or package enclosed in strong kraft or manila paper stock and "well twined," that is held by string which closes flap or fold without being so tightly drawn that there is danger that the twine will cut the wrappings.

While we are examining the Root company's combination package it may be well to observe that not a few users or prospective users of this type of mail medium have been more or less worried for fear that recipients will overlook the letter accompanying the larger, and consequently more conspicuous merchandise or trade literature. In order to prevent this some of the pioneers in the adoption of combination packages have made the associate containers of different material, or of paper stock of contrasting color, in order to distinguish the two sections and win for each its proper share of attention.

THE CAUTIONARY INSCRIPTION

Not a few mail users, however, of whom the Root company is one, do not regard this contingency as serious enough to outweigh the manifest advantages of a combination suit that is literally a one-piece suit. The Root company seeks to overcome the difficulty by printing on the larger surface of its combination the notice: "Caution. Letter mail is contained in the flap of this envelope." Another business house that has adopted this modernized mailing method has in a most conspicuous place on the exterior, the warning: "Caution. This envelope has two compartments. Do not overlook the letter in the other compartment." Such inscriptions evidently cause no objection even on the part of postal censors who do not take kindly to the placing of advertising inscriptions upon wrappings for transmission at book post rates.

Any trader who desires to make a trial of the combination package idea may do so without going to the expense of providing a special interlocking receptacle. An improvised "combination" may be provided by pasting flat upon a catalogue envelope or parcel post package a sealed envelope containing the letter, one address sufficing for the allied units. If, however, a business house finds it advantageous to adopt this plan as regular practice, recourse will probably be had to a double compartment mailing device specially designed or selected with reference to the *specific* needs of the firm in question.

Such mergers, even though there be a junction between paper and fabric, are in no danger of separation unless deliberately pulled apart. For the convenience of firms that are stocked up with catalogue envelopes or sample containers, yet desire to adopt the combination idea, there are available what are known as gummed label envelopes. The letter or invoice goes into the gummed envelope and the adhesive on the latter permits it to be united "for keeps" to the affinity with which it should travel.

It goes without saying that the sender of a combination package must assume all risk that the better portion may, in transit, be detached from the other half of the combination. In other words, it is up to the mailer to have the twine so wedded that they cannot be divorced. Likewise it is incumbent upon the user of the combination package to realize that under this new plan his letter will not travel to its destination as rapidly as it would if dispatched as a separate unit.

LETTER LOSES SPEED

Use of a "combination" does not mean that printed matter, samples, blue prints, or whatever may be in an annex, is speeded up in transmission to keep pace with the gait that the letter would take if mailed separately. Rather is the letter slowed down in transmission to the pace of the unsealed matter. In the estimation of most business men, however, it is well worth while to have delay in arrival for the sake of having everything come together. Indeed, in many instances, there can be no object whatever in having a letter arrive promptly unless its completement of printed matter and samples be at hand.

The boon that the combination package confers in establishing a single delivery date for the personal letter and the should-be enclosures that would otherwise lag far behind, is doubtless the factor in its favor that will most impress international traders. There is, however, another consideration that should be taken into account and this is the advantage of a means of making sure that price lists, blue prints, test specimens, or what not, go direct to the desk of the official to whom is referred for attention the letter on the subject. Lost motion and commercial friction without end has been occasioned in the past because in a large organization letters on a subject have gone to the desk of one executive and the printed specifications have been inadvertently shunted in an opposite direction. A combination package compels "team play."

CSAA

Getting Student Trade Is Mainly a Matter of Knowing How

We are prepared to furnish complete merchandise information, rates, etc., to advertisers interested in

High School papers
Boys' Prep. School papers
Girls' Prep. School papers
Humorous papers
Agricultural College papers
Technological College papers
Canadian College papers
Alumni publications
Men's Daily & Weekly College papers
Women's College papers
Normal School papers
Literary Student papers
Theological Student papers
Medical Student papers
Legal Student papers

Collegiate Special Advertising Agency, Inc.

503 Fifth Avenue, New York City 110 S. Wabash Avenue, Chicago

Established 1913

Finally, the combination package system confers upon selling interests a benefit "at the source" to the extent that it, by compulsion, harmonizes and coordinates mailing and typing operations. In a large business house it is the easiest thing in the world for the employees of the mailing room where catalogues, etc., are handled to "get out of step" with the stenographers handling the dictated communications. Sequel, letters or even postal cards start on their journeys hours or even days in advance of the catalogues, "marked copies," etc., to which they refer. And it does not require much of a gap, under some circumstances, to let a letter depart by one steamer while the "full particulars" wait for the next sailing. When "combinations" are to be made up there must, preforce, be a "get together" spirit in the stenographic division and the mailing room. Moreover, some international traders who have had experience declare that the combination package is one of the most effective remedies yet discovered for the "short paid" postage evil. —*From Pacific Ports for October.*

Advertising Head Starts Company.

George Wall, who has been handling the advertising of the Gardner Governor Co., Quincy, Ill., has formed his own concern in that city under the name of the Wall Pump & Governor Co.

Directs Cleveland Trust Advertising

C. K. Matson, publicity secretary of the Cleveland Welfare Federation, has been appointed advertising manager of the Cleveland Trust Co.

July Exports Gain

July, 1920, exports totaled $654,000,000, and imports $537,000,000. Exports increased over both June, 1920, and July, 1919. But the gain of $86,000,000 over the year ago month was convincingly offset by an increase of $103,000,000 in imports, with a resulting fall of $108,000,000 in the commodity trade balance.

Seven months exports total $4,902,254,540, compared with $4,626,109,266 for the corresponding period a year ago. Imports for seven months total $3,479,768,028, or more than $400,000,000 in excess of the total for the whole year 1918 and $424,638,301 les than for 1919.

Organize for Export Trade

The Gulf Pitch Pine Export Association has filed papers in Washington with the Federal Trade Commission under the Webb-Pomerene law for the promotion of export trade. The association has its headquarters at New Orleans. J. S. Otis is chairman. F. W. Pettibone is vice-chairman, W. R. Du Mont is secretary.

Stockholders are the H. Weston Lumber Co., Logtown, Miss.; the Jordan River Lumber Co., Kline, Miss.; the Edward Hines Yellow Pine Trustees, Lumberton, Miss.; and L. W. Dantzler Lumber Co., Morse Point, Miss.

The association plans to engage in the export of yellow pitch pine lumber and timber. It has no capital stock.

Panama Is Very Prosperous

President Possas of Panama, who is visiting the United States, says that his country was never so prosperous as now. Panama has a surplus of $2,000,000 in her treasury, and business is at its floodtide.

Botsford, Constantine & Tyler Open in San Francisco

Botsford, Constantine & Tyler of Portland and Seattle has opened offices in the Hearst building, San Francisco, with P. S. Tyler, president and general manager of the company, in charge.

Canadian Pulp and Paper Exports

Exports of pulp and paper from Canada in July were valued at $16,014,747, an increase of $8,284,585, or 107 per cent, compared with the corresponding month last year. These included 1,219,439 cwt. of newsprint valued at $5,727,193 and 9,789 cwt. of book paper valued at $110,506.

Pulp and paper exports for the first four months of current fiscal year were valued at $52,494,052, against $27,067,236 in the corresponding period of the preceding year, a gain of $25,426,816, or 93 per cent. This is a new high record.

Much Trade Through Panama Canal

Canal traffic for August has exceeded all previous records. Commercial ships numbering 268 passed through, depositing $936,209.44 in tolls.



You Cannot Start Too Soon

A habit once formed is hard to break.

Don't expect to revolutionize the public's opinions or its buying habits by a burst of advertising.

The way to bring about a change is by consistent advertising over a period of years.

The time to make the start is before opinions and habits have been definitely formed—in the younger years of a man's life.

A boy is more eager to learn, and has more time to learn then, than he ever will have again. The favorable impressions you make upon him then will never need to be undone later on.

Through BOYS' LIFE, the Boy Scouts' Magazine, you can reach thousands of boys of the highest type—mentally, morally and physically—who are in their formative years.

Start now to give them distinct and favorable impressions of you through this, their own publication.

BOYS' LIFE

THE BOY SCOUTS' MAGAZINE

BOY SCOUTS OF AMERICA, Publishers

Member A. B. C.

200 FIFTH AVENUE NEW YORK

203 SO. DEARBORN ST. CHICAGO

EXPORT ADVERTISING and SELLING

A Department of Foreign Trade Extension Service
Under the Direction of
CYRIL H. TRIBE

Weak-Kneed and Penurious Personnel Policy Gives U. S. Hardest Knocks

Practice of Releasing Foreign Managers at Critical Times Too Often is Responsible for Our Unsuccesses in World Trade

EVIDENTLY there are two different ways of entering Foreign trade and two opposing ideas of how it should be approached. One has been called "The School of Hard Knocks"; the other, "The University of Common Intelligence."

Those preaching the benefits to be obtained from hard knocks do so upon the theory that only through being battered around in the conduct of business abroad can a man learn the lessons of successful exporting. It is the belief of this parent that to teach a child to respect fire it is necessary to burn him.

Another fitting illustration is the story of the man in the asylum who pounded his head with a hammer, with the whispered information to his guard that "it felt so good when he stopped."

The alternative, and incidentally, the way in which Advertising & Selling hopes to direct its readers, is to avoid the knocks and the burnings and the hammerings by the application of intelligent study to the problem with caution and precaution as the two powerful range lights on the course.

Experiences are useful in teaching any subject and it is the difficulties of others that afford the best material for driving home lessons in foreign trade. They are useful in a negative sense in that in most cases they indicate how things should not be done. In nearly every instance where a big "hard knock" was encountered the reason could be found in the method employed by the recipient. A little thought and precaution would have averted such discipline. Extreme carefulness is the first requisite to the proper approach of over-seas selling, as it is in domestic marketing.

For a Personnel Policy

THE accompanying article contains some rather frank statements about policies and practices in vogue among American exporters as bearing directly upon the results they are obtaining in their world-markets. Perhaps some readers of Advertising & Selling *will doubt that such conditions ever are permitted to thwart exporters' purposes. All we can only say that we are not generalizing but speaking of cases throughout.*

One of the most grievous faults of American would-be exporters is that they are too often training their foreign department personnel for the benefit of some competitor, through a policy of low pay and low interest in that department's constructive program.

To succeed in exporting there must be long vision—the faculty for seeing results next year and ten years hence, for there are no "fliers for a quick profit" in world trade. THE EDITOR.

Previous articles have demonstrated the necessity of having a definite plan in foreign merchandising development. In brief outline the chief points are a strong desire to develop sales abroad; close study of the product to be sold; an understanding of the agencies to be used in placing the product in the foreign market, the commission house, forwarding agent, bank, steamship line, insurance and documentation; advertising, packing, etc.; preparation of plant to meet essential requirements; selection of personnel.

THE RIGHT MEN ON JOB

Now comes the consideration of this very important topic—personnel. The selection of an export manager should be the first order of business. Many firms have appointed a man to the office of export manager on merits embracing everything but a knowledge of exporting. They have had hard knocks. Many an executive has thought himself capable of development his own foreign trade along with attention to his other duties. Usually he has accumulated bruises.

To develop foreign markets properly and profitably the export department should be placed under the direction of a man who has had broad experience in foreign travel, foreign selling, and preferably commanding two or more foreign languages. He should be big enough to be given a great range of responsibilities. He should be paid a salary that would encourage him. If his experience is of the right kind, he is worth his weight in gold daily. He should be given a fair chance in working out his program, not a six months' trial. The success of the English and German and French foreign trader is largely due to the steady force of a permanent head export manager.

The American is prone to demand too "quick results." He is impatient and often drops a man just when that man is beginning to get those results. Very often the head of a department becomes discouraged through a penurious policy and from criticism just when he should have been encouraged and given more money and a greater degree of moral support in his efforts.

The foreign businessman is loath to discharge an employe or to have an employe leave his organization. There is more personnel stabilization in the average foreign house than in the American.

The greatest difficulties of American forwarding agencies today are undoubtedly being caused by the high "turn over" in personnel. Shipping companies have felt this condition and it is a known fact that one of

the largest freight forwarding companies in the United States is feeling the sting to such an extent that discussion has risen in the minds of directors and even in their meetings as to the advisability of curtailing if not eliminating the bulk of their overseas business. Five years ago shipments were made by this concern with very few mistakes. Their foreign manager left them. Today mistakes are the rule rather than the exception. War activity in foreign trade brought a hundred or more competing companies into existence. Former low priced employes were attracted by higher salaries and they left. In fact, salaries paid today are so low that men accepting them are doing so only with the idea of acquiring experience enough to secure a better paying place.

THE JONES-SMITH-BROWN FIASCO

Take a concrete example: A manufacturer writes to a company regarding a shipment to Calcutta. The letter is referred to Mr. Jones in the Service Department. Mr. Jones writes the letter of information and signs it. The manufacturer writes back to Mr. Jones. Mr. Jones has left and Mr. Smith is in his place. Mr. Smith refers to his correspondence file and replies. A representative of the manufacturer calls upon Mr.Smith and discusses certain details that are not on paper. The goods leave on the first lap of the voyage. Mr. Smith is followed by Mr. Brown. There is an unusual circumstance somewhere that causes trouble on the shipment or Mr. Jones or Mr. Smith made a mistake. Mr. Brown doesn't know anything about the shipment other than what is contained in letters. Mr. Brown does the best he can, but the manufacturer is mad clear through and disgusted. It all means *loss;* loss to the forwarding agency, loss to the manufacturer and loss to the shipping line.

This trouble is encountered daily in any number of concerns and the cause of it is often misunderstanding and under-rating of values so far as services and charges are concerned.

Fewer low priced men and more high priced men—and men who are more appreciated would very likely solve these troubles. The saving in the long run as regards time and money lost and the elimination of mistakes would soon back up the practical value of such a remedy. Having the right kind of a high calibre export manager with real executive power is the prime essential in personal selection. He is even more important than the man abroad, for he has to keep the factory and home office up to snuff in backing up the foreign salesman or selling agency.

Just how much importance is attached to personnel in the foreign selling field is illustrated by the policy adopted by the General Motors Export Company, the American Express Company, the United States Steel and a number of other prominent organizations now engaged in exporting. The General Motors Export Company has been conducting a school of foreign salesmanship under the direction of a competent executive. Men in and out of the employ of the company were selected to attend this school. (The story of the formation and working of which was published in Advertising & Selling of August 21). They were paid to attend this school.

These men are being fortified with knowledge that will save them from hard knocks and, to carry out the metaphor, General Motors Export Company is saving itself concussion of the brain from similar causes. And the big point in it all is the fact that the men are being taught by General Motors to work thankfully, energetically, intelligently and permanently for General Motors. The same results are in the making for other institutions that have adopted this policy.

To illustrate the need of training men for foreign selling the following account of the sale of a large machinery order in South China is worth while recounting.

THE VALUE OF UNDERSTANDING

A wealthy Chinese owning large acreage in the vicinity of Kowloon, just across a narrow strait from the island of Hong Kong, decided to plant sugar beets and erect a refinery. The news of the project was flashed abroad and received attention by a machinery house in San Francisco and a competitor in Seattle. Both companies had installed machinery in California and both were highly respected. The San Francisco house dispatched their keenest salesman to Hong Kong to nail the contract. He beat the man sent from Seattle by a full month and commenced a stiff selling campaign on his prospect. He threw every ounce of "pep" he could muster into his work. He used every American selling device and he confidently believed from his contact with the Chinese that he had him sold.

When the Seattle man arrived in Hong Kong he registered quietly at the Hong Kong Hotel and kept the nature of his business shrouded. He had letters of introduction to prominent men and soon made acquantances. He was successful in meeting the Chinese gentleman who was his goal. He did not force discussion of the sugar project but let the information come entirely voluntarily. He expressed interest, talked intelligently and was invited to spend a week-end at Kowloon and look over the fields. He sketched and estimated on the size of plant that would be required and showed such knowledge of the entire subject that he was forced to admit that he was an engineer and would be returning to the United States shortly and would, as a personal favor, be glad to attend to the purchase of machinery in Seattle and see that it was shipped in a satisfactory manner. The Chinese was delighted. A few months later the machinery was delivered in the care of an engineer sent along to superintend installation. The salesman who landed the order received a thankful letter from the Chinese

That Export Manager

MANY firms have appointed a man to the office of export manager on merits embracing everything but a knowledge of exporting.

Many an executive has thought himself capable of developing his own foreign trade along with attention to his other duties.

Having the right kind of a high-calibre export manager with real executive power is the prime essential in personnel selection.

The export manager is even more important than the man representing the house abroad, for he has to keep the factory and home office "up to snuff" in backing up the foreign salesman or selling agency.

and a check for his personal services (which he courteously returned). The Seattle company has since sold a number of plants in China. This story is not "to be continued." The San Francisco man came home.

* * *

The Foreign Trade Extension service of Advertising & Selling is available to any manufacturer or interest, desirous of information regarding export advertising and selling. Letters will be answered promptly and personally. There is no charge for this service. Correspondence of this nature is invited and Advertising & Selling, to meet every need of its readers in the export field, has made connection with the most reliable authorities on international business relations and methods.

The Square D Questionnaire Excites a Controversy

FOLLOWING is a highly interesting communication addressed to Advertising & Selling, as a result of publication in this and other advertising journals, of the reported results of a referendum conducted by the Square D Company, of Detroit, as to the value of "Fear Copy" in educating the public against dangers of the "knife" switch, an electrical key which exposes its users to peril, and which, the company maintained, would serve to reduce accidents; save lives and, in the end, greatly benefit the electrical industry."

How much of the opposition to the Square D campaign is competitive, and how much sincere effort to help an industry, is apparent, perhaps in the attitude of the Society for Electrical Development, which has as one of its duties the waching over harmful advertising and motion-picture films. The Society believes the "Fear" advertising hurts the industry. This is the letter:

ELECTRICAL MERCHANDISING
New York City, Sept. 10, 1920.

Editor, Advertising & Selling:

From the article, "Can Safety Be Taught By a Positive Appeal?—The Square D Company conducts a novel controversy on the justification of the negative appeal in its advertising," on page 8 of your September 4 issue, I think the reader is likely to get the impression that the electrical industry, generally, approves the Square D advertising policy of "frightfulness" in its popular advertising, and that 69 per cent of four thousand answers to the questionnaire expressed satisfaction with the pictures and text playing up to the public, "the deadliness of electricity."

The facts are that just thirty-two men out of all the four thousand addressed, expressed approval, and the whole case on which the article rests expresses the opinion of these three-fourths of one per cent of the men whose opinion was asked. The writer acted as judge and counted the votes at the request of the Square D Company, and so has first-hand knowledge of the facts.

I have also spoken about this advertising to a great many electrical men men representing electrical interests large and small—manufacturers, jobbers, electric light company officials and contractor-dealers, and have found an absolutely unanimous opinion that the advertising is destructive to the best interests of the electrical industry, and should be modified materially.

I enclose herewith pages and editorial from the September issue of *Electrical Merchandising* in which the full facts of the questionnaire are given, for I feel that you and your readers among advertising and electrical men of the country are entitled to know the actual facts regarding the opinions expressed.

Very truly yours,
O. H. Caldwell,
Editor.

This editorial will appear in the current number of *Electrical Merchandising,* touching upon the Square D questionnaire and what has come out of it:

PUBLICITY TO THE PUBLIC—CONSTRUCTIVE AND OTHERWISE

Some of the constructive work which is being done to give the electrical industry a good name before the general public is told about on other pages of this issue. The Society for Electrical Development has for a number of years been "nailing electrical canards" and guarding unthinking persons against unintentionally injuring the good name of electricity. Another great constructive campaign of education is that which is being conducted by the Western Electric Company in the popular magazine of the country. These advertisements state clearly the problems of the electrical utilities and of other groups in the electrical industry including the case of the dealer and contractor, as the sample reproduced on page 145 shows.

In contrast with such publicity, however, is the "campaign of frightfulness" regarding the dangers of electricity which the Square D Company has been indulging in in popular magazines. Samples of these ads associating destruction and sudden death with the use of electric service are reproduced on page 129.

Electrical Merchandising believes thoroughly in the value of enclosed safety switches and in the necessity for reform *inside* the electrical industry in the installation of unprotected knife switches to be handled by non-electrical men. But we protest against popular advertising by any manufacturer which tends to bring into ill-repute the electrical industry as a whole, in the minds of the general public. We insist that no electrical manufacturer can be "playing the game" who takes chances of injuring the great electrical industry in order to attract attention to his own particular device.

Look at that *Literary Digest* advertisement of August 7 and think of the effect of nearly one million copies going into one million of the best and most solid homes of the United States. Read its message:

"SWIFT—SURE—FATAL!
A shock, a moment's tension,
and he fell back—dead,"

and consider the effect upon the mind of the housewife who is considering buying an electric washer or is considering having her home wired for electric lights. Think of the fear regarding all things electrical that one advertisement has undoubtedly caused. Think of the injury to public good will and to the securities of electric utility companies. Then multiply this by the *Digest's* circulation of nearly a million, and estimate on the magazine's own claims for effectiveness, the injury that could be done to the interests of every electrical manufacturer, jobber, central station and contractor-dealer on the American continent.

Electrical Merchandising believes that the way to bring about the enclosed safety switch reform is to give the problem all possible discussion and airing *inside the electrical industry.* Among ourselves let us talk of the dangers of the open knife switch which undoubtedly exists, and let us immediately take steps to make all our installations 100 per cent safe. But to carry this case outside to the electrically uninformed public causes only confusion and fear, and accomplishes only injury to the good name of electricity in general.

There is another and even less pleasant chapter to the Square D Company advertising, the facts concerning which should be made known lest misunderstanding continue among electrical men and advertising men.

To ascertain the electrical trade's opinion concerning its advertising policy of "frightfulness," the Square D Company recently sent out a questionnaire to four thousand electrical men, asking for their opinions.

In advertisements appearing this month over the Square D signature in several electrical papers, the impression is given that of the answers from the four thousand electrical men addressed, 69 6-10 per cent voted "yes," 21 7-10 per cent voted "no," and 8 7-10 per cent suggested modification of copy appeal. A similar impression is given in an article appearing in *Printers' Ink* for September 2, and in Advertising & Selling for September 4, leaving the reader to conclude that 69 6-10 per cent of the electrical industry expressed its approval of this kind of advertising copy.

The facts are that only 46 out of the 4,000 men addressed expressed any opinion whatever, and the entire claim that "the advertising" is approved by the electrical industry is based upon just 32 out of 46 replies, voting "yes," *Electrical Merchandising* has first-hand knowledge of these facts because the editor acted as judge at the contest and counted the votes.

E. C. Conover Goes On Export Mission

E. C. Conover, head of the foreign division and merchandising manager of the Wm. H. Rankin Company, has sailed for South American countries. Mr. Conover will carry out a program calling for close investigation of probable markets for the products of a number of clients of the Wm. H. Rankin Company. Special investigations will be made for Butler Paper Corporation; B. F. Goodrich Rubber Co.; Marshall Field & Company; The Haynes Automobile Co.; Wilson & Co., Packers; Monroe Clothes; Grinnell Gloves; Mead Cycle Co.; Kellogg Toasted Corn Flakes; Apex Washing Machine Company; Apex Washing Machines; "Kitchen-Maid" Kitchen Cabinets; Grape Ola Company; Hartman Trunk Company; Pelman Institute; R. & V. Automobile Company.

His itinerary includes Argentina, Paraguay, Uruguay, Chile, Peru, Venezuela, Ecuador and Colombia.

Industrial Fairs, 1920

Venice—International Arts. April 15 to October 31.
Lille—International Exposition. June 27 to October 31.
Metz—General Fair. July 22 to September 26.
Leipzig—Autumn Fair. August 29 to September 4.
Rome—Agricultural machinery. September.
London—Bakery & Confectionery. September 4 to 10.
London—Machines and Tools. September 4 to 25.
Leipzig—Technical. September 12 to 18.
London—Foodstuffs, groceries. September 18 to 24.
Prague—Annual Fair. September 5 to 28.
Barcelona—September 25 to October 10.
Chartres—Motoculture. October 1 to 7.
Lyon—Samples Fair. October 1 to 15.
London—Shoes and Leather. October 4 to 9.
London—Commercial automobiles. October 7 to 17.
London—Automobile show. November 4 to 13.

Bulgaria, Market for Hosiery

There is apparently a market in Bulgaria for the cheaper or moderate priced hosiery; but owing to the great depreciation of Bulgarian currency, the people generally cannot afford to purchase a very high-priced article. It is true, however, that while the population of Bulgaria is in excess of 4,000,000, the greater part of the population can not be classed as possible buyers of imported hosiery, even of the cheaper grades. There is, notwithstanding this, a sufficient demand in the cities to gratify an effort to enter the market.

The greater part of the hosiery worn in Bulgaria is of cotton or wool. Silk hosiery is not worn at all by the men, and by comparatively few of the women.

The duty on knitted cotton hosiery is 43.20 leva per kilo; on knitted woolen hosiery, 50.40 leva per kilo; and on silk hosiery, 173.80 leva per kilo. At the present rate of exchange, the lev is equivalent to 0.015. As hosiery does not appear upon the list of permitted exports, it can be imported only by special license, which should be obtained in advance by the importer.

Britain Spends Millions More than U. S. for Foreign Trade

Great Britain is spending millions more than the United States to develop foreign trade according to reports received from the Department of Commerce. During the last fiscal year, these reports show, a total of $17,520,053 was provided by the British government for the promotion of overseas commerce as against $910,510 spent by the United States government. These figures do not cover costs of consular services of the two governments. The British figures are also exclusive of amounts spent by the India office and the Colonial office.

Great Britain made a drive for foreign commerce immediately after the armistice under the direction of the Department of Overseas Trade, established in 1917 and jointly subordinate to the diplomats of the foreign office and the commercial guidance of the Board of Trade. Besides the routine development work abroad this department is continually sending special trade commissions out to the British colonies and into new foreign fields. Numerous British commercial bodies have visited the United States in the last year.

The American consular representatives do a large share of the foreign trade promotion work of the United States, in addition to their other duties. Appropriations for the promotion of trade only, however, amounted last year to only $910,510. It was divided as follows:

Expenses of Washington office, $220,510; promotion of commerce in Western Europe, $325,000; promotion of commerce in South and Central America, $100,000; promotion of commerce in the Far East, $100,000; commercial attaches, $165,000.

The American government, however, is expanding its foreign trade promotion work, as shown by the appropriations for that service, made before the war.



Telephone Directory Advertising

will sell almost any product or service. Covers the entire Empire State and Northern New Jersey. Ask for particulars.

NEW YORK TELEPHONE COMPANY

P. W. ELDRIDGE, Jr., *Sales Mgr. Dir. Adtg.*
1261 Broadway at 31st St. New York
Telephone, Vanderbilt Official 130

Six Towns from Texas; Six "Open Doors" to Texan Markets

Dallas, El Paso, Fort Worth, Galveston, Houston and San Antonio Offer the Men and Mediums to Merchandise Your Goods

By RALPH BEVIN SMITH

IN another article in this issue of Advertising & Selling Stuart McGregor, of the Texas Chamber of Commerce has written of his state as the "Latent Empire State," a better and more significant name for our purposes than "Lone Star State," the cognomen which history has bequeathed. When we think of the "Lone Star State" we look backward to the days when Texas was a political empire, outside of the Union; when we think of the "latent Empire State" we must look ahead into the future when all those "potentialities" of which Mr. McGregor speaks will have been developed, when the great Texas market will have been stirred into the widest activity, when possibilities will have become probabilities and probabilities facts.

Six Texas Towns

SIX "open doors" they are called in this article; but an open door is of no interest to the man who knows no reason for going through. Here are six reasons, six bustling, flourishing growing cities, surveyed briefly to show the fundamental financial and merchandising facts that make them rich marketing fields in themselves and richer in the opportunity they open to the fallow trading territories that lie around them. The producer "going in" to Texas can gain detailed information from almost any of the newspapers mentioned. What is offered here are the high lights to attract the man with goods to sell to a territory that is eager to have them, and some information on how to advertise them.

—THE EDITOR.

TAPPING THE TEXAS MARKET

Not that Texas has been slow or retarded in her development; not that that development has not been entirely normal. When we speak of her empire as "latent" we think in terms of the future, not comparing the "Lone Star State" with her sisters in the Union, but with her own domain in the days to come when the producers and distributors of the Union will have taken full advantages of the remarkable opportunities it offers.

Given the market that Mr. McGregor describes, how are we to tap it? The fact that the door is open is not enough; we must learn how to pass ourselves and our merchandise through. A discussion of that problem is a discussion of the facts limiting and determining the application of the recognized "sesames" of advertising and selling to Texas.

I shall leave out of the discussion reference to the opportunities of advertising goods and services by such means as posters, car cards, specialties, films, and direct mail. The principles of applying these publicity methods to Texas are the same as those to be adopted in approaching any other state. I have no space to write here of the Texas psychology. I doubt very much if there is a peculiar Texas psychology. As Mr. McGregor has pointed out, her "empire" has the widest range of geographical and topographical conditions and all the varied ways of nature that affect a people's psychology are the ways of nature in Texas. I shall have something to say of the Texas press because that medium is a definite, tangible quantity to be examined with reference to circulation, distribution, reader interest, promotive cooperation, and advertising policy. I shall also talk of the six cities that offer what are, in reality, six open doors to Texas.

TEXAS PUBLICATIONS

Ayer's American Newspaper Annual and Directory credits Texas with 104 daily newspapers, excluding foreign language and negro publications. A hasty totalling of what circulation figures are available on these 104 publications shows that very close to a million newspapers are distributed in Texas every week-day of the year. The same reference volume shows that, at the beginning of 1920, four Texas papers offered rotogravure space to advertisers. Among the class publications the Lone Star State boasts 22 agricultural journals in English, Spanish and Bohemian, 14 religious publications in the same languages, 18 labor papers, 8 live stock journals, one devoted to fruit growing, two to poultry, 23 to the interests of college students, 2 to commerce and industry, one to farm implement production, 2 to finance and banking, 2 to grocery and general merchandising, 15 publications for negro readers, and 39 foreign language journals, 18 in Spanish, 11 in German, 8 in Bohemian, 2 in Italian, and 1 in Swedish. There is one publication classed under "Monthly and weekly publications of general circulation." It is *Holland's Magazine*, edited for the women of the southwest. The total number of newspapers and periodicals in Texas is 904, published in 557 cities and villages throughout the state. Besides the dailies there are 679 weeklies, 23 semi-weeklies, one published three times a week, one fortnightly, 11 semi-monthly, 73 monthly, one bi-monthly and four quarterly.

The principal places of publication are the famous "six towns," the six open doors to the Texas market—Dallas, El Paso, Fort Worth, Galveston, Houston and San Antonio—pressed hard in importance by such flourishing cities as Auston, Beaumont, Corpus Christi, and Waco.

NEW FORT WORTH

The Fort Worth market, the open door presented in the first of our six Texan towns, was interestingly described in the March 20 issue of Advertising & Selling, by Miss Myrtle Pearson. Some interesting facts from her survey tell us that Fort Worth is located in a great oil and live-stock area at the point of convergence of eleven railroads, which give it the largest railroad yards southwest of Kansas City. It ranks as the fifth grain market of the United States, the third cattle market of the world, the largest inland cotton market of the world, and the leading creamery center of the South. The development of the new oil-producing area lying all around Fort Worth has made it the "world's fastest growing city," but besides its 519 oil company offices and 20 refineries Forth Worth has a host of other important industrial plants. There are 242 groceries, 70 drug stores, 49 oil field supply companies, 31 lumber companies, 62 automobile agencies, and 123 accessory houses. In 1919, live stock sales in the Fort Worth territory amounted to $150,000,000, cotton sales to $100,000,000, grain to $60,000,000; post office receipts for the

first six months of 1919 were $446,005.69. Building permits for 1919 rose above $15,000,000. Bank clearings for ten months of 1919 were $716,731,908.99. The population at last report stood at 143,000, but it has climbed far higher by this time.

A recent investigation conducted by the live Fort Worth Advertising Club to demonstrate the "liveness" of its city showed that in one short period of six months there was a gain of 485 new concerns representing almost every kind of business. That is a gain at the rate of 970 new concerns a year! Our "door" is opening wider and wider all the time with accelerating speed. These gains are the result of the growth not only of Fort Worth, but of the big oil territory all around, with its thousands of new settlers, all finding—all the time—new needs and turning to the dominating city of the territory to satisfy them. There is some significance to manufacturers in the fact that within a radius of 150 miles of Fort Worth 57 per cent of the state's population has its home—2,781,000 people. There is more significance in the assurance given by Fort Worth's building programme—the most ambitious of any southern city—that the part of this population clustered around the city and its suburbs is essentially stable and stationary—there to stay and to need your products.

Fort Worth publishes 23 journals covering interests ranging from oil to numismatics. Its dailies are the *Star-Telegram* (evening and Sunday), *Live Stock Reporter* (evening), and the *Record* (morning and Sunday).

PROSPEROUS EL PASO

Going down to El Paso, open door both to the "latent empire" of Texas and the undeveloped empire of Mexico we find the largest city along the border for a stretch of 2,000 miles with a population of 90,000 people, serving a trade territory population in western Texas, Arizona and New Mexico of 1,050,203. El Paso's trade territory, be it said in passing, represents 15 per cent of the area of the United States. In El Paso, the manufacturing power is represented by 125 large plants, with a combined investment of $15,281,000, employing 6,000 workers in ordinary times, 10,000 in periods of special activity. The investment in the wholesale business amounts to between $6,500,000 and $7,000,000, and there are approximately 65 jobbing houses, 20 merchandise brokers, and 50 manufacturing agents.

The potentialities of El Paso are clearly indicated by the fact that it has already become a leader in one line of great importance. It is one of the biggest distributors of automobiles, automobile trucks, and accessories in the South and West, the amount of capital invested in this line in El Paso amounting to between $3,500,000 and $4,000,000. El Paso manufacturers, jobbers and retailers ship 800,000,000 tons of products every year. The average freight movement in the city wards is over 2,000 cars a day.

When we approach a new territory with a merchandising proposition we examine its banking power. El Paso courts such examination. Clearings for the first seven months of 1920 amounted to $208,137,250.28. Within its trade territory there are 190 banks with combined deposits of $85,000,000. The yearly outgoing items of banking paper between El Paso and her trade territory total $39,000,000, while the yearly volume of incoming items of banking paper reaches a total of $110,000,000.

PUBLICATIONS IN EL PASO

So much for figures. Interpreted they mean that El Paso is unusually

Not Store Keepers— But Merchants In Houston, Texas

Houston dealers are keenly alive to the benefits they derive from National advertising.

Their show window and store linkups with national advertising carried in The Houston Chronicle have given a pleasant surprise to several manufacturers.

Volume is what Houston merchants go after and get. They know that volume means quick turn overs and greater net profits. They realize that pushing nationally advertised goods will get volume in sales.

That is why Houston merchants work with The Houston Chronicle on all National advertising campaigns.

An adequate advertising campaign in The Houston Chronicle will secure for you the co-operation of Houston merchants.

Further information is furnished in The Chronicle's booklet entitled "Facts and Figures" which will be mailed to you on request.

The Chronicle led all Southern Dailies in National Advertising in 1918 and 1919.

THE HOUSTON CHRONICLE

HOUSTON, TEXAS

M. E. Foster, President
John E. McComb, Jr., Director of Advertising
John M. Branham Company, Foreign Representatives

CHICAGO, DETROIT, NEW YORK, ATLANTA,
ST. LOUIS, KANSAS CITY, SAN FRANCISCO

prosperous and that her 90,000 city and 1,050,000 trade territory population represent an unusually wealthy clientele for the merchandiser who goes into El Paso and its district. A particularly interesting feature of the El Paso situation is her geographical location. She is, as tourists denominate her, the "Gateway of Mexico," In summing up the marketing situation in Mexico, D. A. Bandeen, General Manager of the El Paso Chamber of Commerce, to whom we are indebted for all of this material, points out that in the last five years exports to Mexico passing through El Paso have varied betyeen $3,000,000 and $6,000,000 annually; imports between $2,000,000 and $5,000,000.

Today, Mr. Bandeen emphasizes, the prospects for Mexican trade are better than they have been in many years, with Mexico headed, apparently, toward a period of peace and prosperity after the long years of unrest and destruction. Are you going into the "Gateway?" It will pay.

El Paso reads eleven publications, five of which are in Spanish, and circulate on both sides of the border. Its daily newspapers, carrying the advertiser's message throughout the trade territory are the *Herald* (evening), the *Times*, (morning and Sunday), *El Nacional* (English and Spanish) and *Patria* (Spanish).

Galveston on the Gulf

While we are on the border let us take a trip over to another border town -Galveston. Galveston, on the Gulf of Mexico, borders on the world. It is the great Texas port.

I. D. McMaster, of the Galveston Chamber of Commerce, writing of the Gulf city, says:

"The port of Galveston, being served by a number of coastwise lines operating direct to the eastern markets, and having excellent railway facilities reaching to every part of the interior of the state, is one of the largest distributing centers for manufactured articles in the southwest. The port not only serves the great state of Texas, but that trade territory lying west of the Mississippi river and extending up through Kansas and Nebraska also receives some few commodities brought through the port. The bulk of the business is done in Texas and Oklahoma, however, merchants in this section finding the rail-water service better by far, both as to rates and dispatch than the all-rail service.

"Galveston is distinctly a seaport. Little thought had been given to the prospects of Texas becoming a manufacturing center until recently, due to the fuel situation. Now that fuel oil is becoming used almost universally as fuel, and Galveston is immediately adjacent to some of the largest oil fields, as well as being directly connected with the Mexican fields by tank steamer lines, it is not at all improbable that, within a few years, manufacturing plants will begin to spring up in various sections. It is already the largest cotton concentration point in the world, the average yearly shipments through the port aggregating more than three million bales, or more than one-fourth of the average crop grown in the United States.

Important Distributing Point

"Galveston is especially adapted to the storage of manufactured articles for distribution in the Southwest. Warehousing space can be secured here for less money than in any other large city in the state. The five trunk lines serving the city reach every part of the state. The combination water rates from the eastern seaboard bring the transportation problem down to the most economical basis possible.

"It will readily be seen that Texas and the southwest offers a wonderful market for all standard articles, and that Galveston offers the logical point of entry to the state for all shipments originating on the Atlantic seaboard, and even as far west as Cleveland."

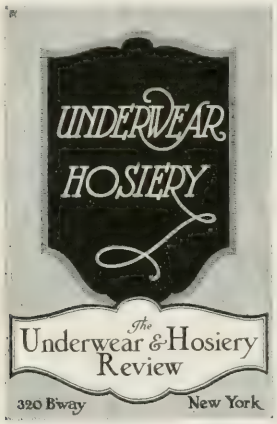
Galveston looks for its daily merchandising news in the advertising columns of the *News* (morning and Sunday) and the *Tribune* (evening and Sunday). There are also two weekly negro publications.

From Galveston let us go to three significant interior points—Houston, San Antonio and Dallas.

Houston up the "Channel"

First, let us make the short inland trip from Galveston that leads to Houston—Houston with its 158,000 population, its 278 diversified manufacturing plants, clustered about its famous Ship Channel, its cotton exporters handling more than half of the cotton crop of Texas, its great oil refineries, its billion dollar export trade. Houston boasts, with cause, of that ten and a half million dollar Ship Channel, which, with terminal and harbor facilities costing over three million dollars, permits direct export shipments to the ports of all the world. It also boasts, with cause, "of the most extensive rail facilities of any city of the South." It is these advantages which have made the modern city.

Houston today has manufacturing enterprises employing well over 10,000, men and women and carrying a payroll of above $10,000,000. It has a trading population within a radius of 150 miles of close to 1,300,000 people. It has about 2,400 retail firms doing an annual retail business of $60,000,000. Its 27 banks and trust companies cleared in 1919 $1,117,571,419. It is the center of the



Ruthrauff & Ryan
INCORPORATED
ADVERTISING
404 Fourth Ave. at 28th St., N. Y.
Chicago: 30 N. Michigan Blvd.
Baltimore: 209 N. Liberty St.

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.
POSTAGE · 18 East 18th St., New York City

We specialize in house to house distributing of
Advertising Literature and Advertising Samples
We solicit your account.
JAMES T. CASSIDY
206 No. Front St., PHILADELPHIA, PA.
Write for our paper "FACTS."

"GIBBONS KNOWS CANADA"
MONTREAL TORONTO WINNIPEG

rice belt and an important lumber market. Its municipal enterprises prove its vision. Houston cannot be passed by in "covering Texas."

Twenty-four publications have their homes in Houston. Besides the *Chronicle* (evening and Sunday), the *Post* (morning and Sunday), the *Press* (evening), which are the daily mediums of advertising in the Houston territory, there are trade and class publications catering to lumbermen, to farmer readers, bankers, exporters, etc.

OLD "SAN ANTON"

Leaving Houston let us jump to the far Southwest—to old "San Anton," city of the Alamo, of tourists, of soldiers, of aviators, and of big business. About 145,000 the year around is how San Antonio figures its population and then rises to tell you that it serves a territory containing 850,000 people. In that territory we have an extremely rich agricultural, live stock and dairying region. In San Antonio itself we see a town which has not let its picturesqueness serve as an excuse for a lack of business-getting ability. It has 239 factories with a capital of $12,000,000, employing 6,000 men and women whose average wage in 1919 was figured at about $875. It turns out manufacturing products with a value of $35,000,000. It is a town of wholesalers—of 24 wholesale dry goods dealers, 11 wholesaler grocers, 15 motor truck distributors, 49 automobile distributors, 16 wholesale and retail hardware distributors, 74 wholesale and retail dealers in auto tires and accessories, of 350 retail grocers. Just add these significant facts—that 1919 building permits amounted to $4,080,572, bank clearances to $390,000,000, postal receipts through November to $92,000,000, that San Anton uses 15,423 automobiles, manufactures 1,500 kinds of products, lives in 35,000 separate homes, and that it is an army post with a large soldier population—and you have the market. That market is served by four dailies, the *Express* (morning and Sunday), the *Light* (evening and Sunday), the *News* (evening and Sunday) and *La Prensa* (morning—Spanish), and a wide variety of class periodicals is open to the advertiser.

DALLAS, THE JOBBING CENTER

When we think of Dallas we think of jobbing and the wholesale trade. It is the proud boast of that city that it stands unchallenged in the Southwest in wholesale selling and jobbing of dry goods and related lines. In 1919, Dallas did a business of this kind amounting to $78,750,000, an increase of 30 per cent over 1918, and of 800 per cent over 1910. It is without a competitor in the recognition given as the largest and most complete dry good market south of St. Louis. Texas merchants no longer make extended trips to the northern and eastern markets. They buy in Dallas. Facts show that 250 concerns of national importance have chosen Dallas as their headquarters in the Southwest. Within a hundred mile radius of Dallas there are 33 prosperous Texas counties and eight Oklahoma counties; there are 1,823,422 people and 156,373 farms, which produce annually about $275,000,000 worth of cotton.

In one recent month purchases in Dallas amounted to $218,702,000.

Forty-one newspapers, magazines, trade journals and class publications of a wide variety of interests are published in Dallas. In reaching the Dallas district, the advertiser who judges strength by circulation figures will be interested in such daily publications as the *Dispatch* (evening), the *Journal* (evening), the *News* (morning and Sunday), and the *Times-Herald* (evening and Sunday), in weeklies such as *Farm and Ranch;* semi-weeklies, such as *Farm News* and monthly magazines such as *Holland's.* There are also several strong negro and foreign language publications.

PAPER

A WEEKLY PRODUCTION JOURNAL FOR PAPER AND PULP MILLS

¶Goes into practically every paper and pulp mill in North America, as well as most foreign mills. It is referred to throughout the world as the leading authority on the subject of paper making. Its articles and editorials by leading men in the industry give its material a recognition and importance that is unusual in the average trade paper.

¶The fact that PAPER is accepted as the best medium reaching this industry is proved by its subscription price, $6.00 a year, the highest in the field. The subscribers not only read it from cover to cover, but save it for future reference, which means that its advertising has a decidedly long life and a reader responsiveness which is very high.

¶The estimated value of pulp and paper products manufactured in 1919 is over one billion dollars. The amount of machinery and incidentals bought and used in manufacturing this total was enormous. As an example the paper industry is the second largest user of steam power in the United States. This means power plant equipment, machinery, tools, belting, lubricants and so on, to a total of millions of dollars every year.

¶Advertising rates, circulation statement and information regarding the possibilities for promoting your sales in the paper industry can be obtained on application to

471 Fourth Ave.,  **New York**

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

Features in this Number

September 18, 1920

What Kind of Advertising Makes Selling Easiest, *"The Outsider"* 3
Answering Paul W. Kearney's Article in the September 4 Issue, This Writer Asks Whether Selling Points Make Selling Power.

Saving the Would-Be Customer's Time..... 5
A Suggestion to Better the Service Extended the Inquirer Whose Interest Your Advertisement Has Stimulated.

Selling a Higher Priced Product for Ultimate Economy, *Ward Gedney* 6
How the "Red Edge" Shovel Campaign is Overcoming the Obstacle of Increased First Cost.

The Employment Manager As a Selling Factor....*E. P. Brown* 8
The Personnel Department Has a Big Opportunity to Increase Company Good Will.

How Continuous Advertising Keeps Business Firm, *Charles L. Benjamin* 9
Consistent Policy, Not Spasmodic Efforts, Protects Against the Worries of "Dull Times."

The Advertising Value of the Package.....*J. B. Lawrason* 12
Nearly Every Line of Merchandise Has Recognized It and Adopted Some Sort of Container.

Give the Farmer More Illustrations.....*A Farm Paper Critic* 15
The Photograph That Combines Real Life Effects With Artistic Impression Appeals to Him.

Facts and Figures Convince the Farmer.....*W. T. Comstock* 18
Wisconsin Live Stock Officials Found That Out in Selling the Farmer a New Idea.

Texas, the Latent Empire State.....*Stuart McGregor* 23
Texas Resources and Sales Possibilities Presented Interestingly and Convincingly to Demonstrate the Value of the Texas Market.

Eliminating "Under Separate Cover".....*F. E. Waldon* 28
What Effect Combination Packages Will Have on the World's Business Relations.

Weak-Kneed Personnel Policy Hurts Foreign Trade..... 32
Practice of Releasing Foreign Managers at Critical Times Makes for Unsuccess Abroad

Six Towns from Texas.....*Ralph Bevin Smith* 36
Dallas, El Paso, Fort Worth, Galveston, Houston and San Antonio Are Open Doors to Texan Trade.

Calendar of Coming Events

Sept. 20-25—Sixth National Exposition of Chemical Industries, Grand Central Palace, New York.

Sept. 20-30—Annual Convention Bakery and Confectionary International Association, Cincinnati, Ohio.

September 22-24—Annual convention, National Petroleum Association, Hotel Traymore, Atlantic City, N. J.

September 27-30—Annual Convention, National Association of Advertising Specialty Manufacturers, Hotel Sherman, Chicago.

October 1-2—Meeting, National Association of Sweather and Knitted Textile Manufacturers, Milwaukee, Wis.

October 6—Annual Convention National Association of Electrical Contractors and Dealers, Baltimore, Md.

October 11-13—Annual Convention National Association of Purchasing Agents, Chicago.

October 11-14—Annual Convention, National Association of Stationers and Manufacturers, St. Louis, Md.

October 11-16—Annual convention, American Association of Advertising Agencies, Chicago, Ill.

October 13-15—Annual Convention, National Implement and Vehicle Association, Atlantic City, N. J.

October 15—Annual convention, Audit Bureau of Circulations, Chicago, Ill.

October 18-22—Annual Convention, American Bankers' Association, Washington, D. C.

October 27-29—Annual Convention, Direct Mail Advertising Association and Association of House Organ Editors, Detroit, Mich.

World-Wide Demand for American Made Goods

Manufactures continue to be the chief part of our exports. They have formed, says a statement by the National City Bank of New York, 52 per cent of our exports in the current calendar year, and in the months of May and June 56 per cent as against 43 per cent in the same months of last year. The total value of manufactures exported in the calendar year 1920 will, says the bank's statement, be not only the largest ever recorded, but will considerably exceed $4,000,000,000 as against slightly less than $1,000,000,000 in the calendar year 1914.

Details of the distribution of manufactures in the fiscal year 1920, which are now at hand, indicate that the world is demanding from us the class of materials required for the immediate use of its people. Food, clothing and certain transportation facilities must be had for immediate use, while other lines, such as the building of new railways and factories and the replacement of machinery operated during the war, can be temporarely deferred, awaiting adjustment of costs, and the big increase characterizing our 1920 exports of manufactures occurred in articles required for immediate use.

Textiles exported in the fiscal year 1920, says the Bank's statement, aggregated $485,000,000 against $328,000,000 in 1919, and only $81,000,000 in the year preceding the war, an increase of 50 per cent in value over last year and of 500 per cent over the fiscal year 1914. Leather and manufactures thereof amounted in 1920 to $202,000,000 against $183,000,000 in 1919 and $58,000,000 in 1914, an increase in value of 60 per cent over last year and approximately 400 per cent over 1914. Wood manufactures aggregated $160,000,000 in 1920, an increase of 61 per cent over last year; mineral oil exports in the various manufactured forms aggregated $403,000,000 in the fiscal year 1920, an increase of 21 per cent over the immediately preceding year; manufactures of rubber $70,000,000, an increase of 56 per cent over last year and more than 400 per cent over 1914, while automobiles capped the climax with an increase of 100 per cent as compared with last year and 700 per cent as compared with 1914.

In other particulars it is apparent that the immediate requirements of man are characterizing the world's demand upon us. Of cotton goods alone the exports in the fiscal year just ended were $364,000,000, or an average of a million dollars a day, against only $232,000,000 one year ago and $81,000,000 in 1914, and while a part of this increase is due to higher prices, the increase in quantities exported is very large.

Canadians Urge Protective Tariff

Revision of the customs tariff "to meet the requirements of all classes" has been urged by the Canadian Manufacturers' Association in a statement submitted to the Dominion Tariff Commission. The statement points to the "remarkable progress of the Dominion under the protective and preferential tariffs" and an argument for a "stable, fiscal policy of protection with some assurance of permanence" and argues that if the Canadian customs tariff should be removed while other countries maintain and strengthen theirs Canadian markets would be filled with the overflow goods from protected foreign countries.

Have You Seen This New Magazine?

WRITE US FOR A COPY

The first number of a new business paper, entirely devoted to the Farm-Light-and-Power trade and industry, was issued on September 1st. It is known as

FARM-LIGHT AND POWER

For Manufacturers, Distributers and Dealers

FARM-LIGHT and POWER is based on the belief that the Light and Power industry is a permanent factor in the business of equipping the farms of the country, and that the ten thousand or more men who are today selling Farm-Light plants and accessories to farmers are entitled to a business paper of their own. It will give them the sort of merchandising and service advice which heretofore they have been unable to obtain.

FRED M. LOOMIS

Directing Editor of the Curtis Business Papers, Inc., has supervision of the editorial policy of FARM-LIGHT AND POWER. Mr. Loomis, as a member of The Class Journal Editorial Staff, contributed practically all of the Farm-Light and Power articles appearing in MOTOR AGE, MOTOR WORLD and AUTOMOTIVE INDUSTRIES. He is exceedingly well posted on the merchandising problems of dealers who are selling to farmers, having devoted the past ten or fifteen years to an intimate study of such problems all over the country.

GEORGE W. WARD

until recently a member of the Power and Light Sales Organization of the Western Electric Company of New York, and previously on the staffs of IRON AGE, HARDWARE AGE and RAILWAY AGE, is Business Manager of FARM-LIGHT AND POWER.

ALLEN SINSHEIMER

for five years one of the Editors on the staff of the Class Journal Company, publishers of MOTOR AGE, AUTOMOTIVE INDUSTRIES, MOTOR WORLD and COMMERCIAL VEHICLE, and now Editor of PAPER, is Consulting Editor of FARM-LIGHT AND POWER.

ARTHUR J. McELHONE

for the past four years Special Service Representative and later Publicity Manager of the Class Journal Company, publishing AUTOMOTIVE INDUSTRIES, MOTOR WORLD, MOTOR AGE, and five other magazines, and now General Manager of the Curtis Business Papers, Inc., will supervise the policies of this new paper.

FARM-LIGHT AND POWER

is published by the

CURTIS BUSINESS PAPERS, Inc.

PUBLISHERS

FARM-POWER MERCHANDISER

TRACTOR AND IMPLEMENT EXPORTER

FARM-LIGHT AND POWER

471 Fourth Avenue, New York

CHICAGO OFFICE: 1105 MALLERS BUILDING

$1,713,650

THIS is just a tiny portion of the money which NEW YORK AMERICAN readers, writing for advice to the Investors' Service Bureau, were ready to invest in securities in less than twenty weeks.

To be exact, the NEW YORK AMERICAN Investors' Service Bureau received 25,415 letters during the 19 weeks beginning April 24, 1920, asking how they should invest funds.

The aforementioned $1,713,650 represents only the total of amounts specifically mentioned by 372 readers.

If 372 readers who *state* the actual amount ready for investment had available $1,713,650, HOW MANY MILLION DOLLARS WOULD YOU IMAGINE WERE AT THE DISPOSAL OF THE REMAINING 25,043?

Whatever your answer may be to this question, even this figure gives only an insignificant idea of the vast funds invested by NEW YORK AMERICAN readers during this period; for it goes without saying that those who actually wrote to the Investors' Service Bureau can only be a very small proportion of those readers who follow the advice contained in the news and advertisements of the Financial Section of the NEW YORK AMERICAN.

The possession of these surplus funds marks out these readers to be of exceptional interest not only to bankers and brokers, but to every merchant and manufacturer who has goods to advertise.

If ever there was proof of quality as well as quantity circulation, you have it right here.

That they prefer the NEW YORK AMERICAN to all other morning papers is proved by the fact that they cheerfully pay three cents for it, when The Times, World, Sun-Herald and Tribune can be bought for two cents.



Kansas City, Mo.

Advertising & Selling

SEPTEMBER 25, 1920



$1,430,327,000

is the latest federal estimate of the value of the 1920 corn crop in The Chicago Territory.

Try to grasp those figures—one billion, four hundred and thirty million, three hundred and twenty seven thousand dollars worth of new wealth created during the past few months from sun, rain, labor and the soil of five states. This corn crop of Illinois, Indiana, Iowa, Michigan and Wisconsin is 30% of the corn crop of the nation, yet it is only one of many crops being raised on these fertile prairies. These stupendous yields are a guaranty of purchasing power awaiting advertisers.

For more information concerning the wonderful Chicago market and best method of merchandising your product in it, write for the Chicago Tribune's
1920 BOOK OF FACTS

The Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER

Tribune Bldg., Chicago 512 Fifth Ave., New York
Haas Bldg., Los Angeles



"What a striking Catalogue!"

"That's what I call taking advantage of a product's *real* sales features. Just ordinary house paint. Yet see how beautifully it is brought out on this cover. H'm, I wish my house were painted like that."

CATALOGS—and inexpensive ones—*can* get under the skin of your prospects. The limitation of cold words can be overcome by the wise use of color and cover paper. Thousands of advertisers depend upon *Foldwell* to express forcefully the hidden values of their products.

Foldwell
Coated Book
Coated Cover
Coated Writing

Foldwell Coated Cover will improve your catalogs. Its better surface means better color work; and its unusual strength keeps the cover fresh even under severe usage.

Send for samples of Foldwell Coated Cover. Every advertiser will profit by knowing about this printing paper.

CHICAGO PAPER CO., *Manufacturers*

S. Wells St. Chicago, Ill.

Nationally Distributed

Leadership

Deep down in his heart every advertiser cherishes the same ideal——

Leadership.

To create sales, to keep up with the rank and file, to meet competition—these alone do not satisfy. He is impelled to bigger things—he seeks to leave all competition far behind, to forge ahead, to dominate.

But many factors enter into leadership. You can "make a better mousetrap than your neighbor" until the end of time, but the world will never make the beaten track to your door until it **knows** that you are making better mousetraps.

Merit alone does not make for leadership. **Public recognition** of merit does. In the end, it all reverts not to the product alone, but to the public who buy the product.

Who are the buying public and how can they be reached? That is the problem every advertiser has to solve before he can attain his dream of leadership.

In Chicago the answer is quite simple: They are the seven out of nine English-speaking persons who read The Daily News.

You **must** sell those 1,200,000 readers before you can hope to achieve supremacy in the Chicago market. You can sell them completely, easily, economically, through the nearly 400,000 circulation of

THE DAILY NEWS

First in Chicago

30th year. No. 14. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1870. Price, 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City



Farm Trade offers Safest Investment

The business of farming *is steady*. It knows fewer disturbances than any other industry.

Wall Street has no terrors for the farmer. Rumors that shake the financial world leave him unaffected.

The farmer's chief concern is the productivity of his fields—and almost every sowing leads to a profitable harvest.

The farm market is a *solid* foundation to build on—because a big farm trade is certain practically every year. It offers the *safest* and *surest* investment.

THE STANDARD GROUP OF QUALITY PAPERS yield the biggest return to advertisers, because they have earned the *confidence* of the richest and most substantial farmers.

Sell a STANDARD farmer and you sell his neighbors too.

THE STANDARD FARM PAPERS

Edited by men who know

(Over 1,150,000 farm homes)

The Ohio Farmer
Established 1848

The Wisconsin Agriculturist
Established 1877

Prairie Farmer, Chicago
Established 1841

Pennsylvania Farmer
Established 1880

The Breeder's Gazette
Established 1881

Wallaces' Farmer
Established 1895

Pacific Rural Press
Established 1870

The Farmer, St. Paul
Established 1882

Hoard's Dairyman
Established 1870

The Nebraska Farmer
Established 1859

The Progressive Farmer
Established 1886
Memphis, Dallas
Birmingham, Raleigh

The Michigan Farmer
Established 1843

Western Representatives
STANDARD FARM PAPERS, INC.
Conway Building, Chicago

Eastern Representatives
WALLACE C. RICHARDSON, INC.
381 Fourth Ave., New York City

All Standard Farm Papers are members of the A. B. C.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891
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30th Year SEPTEMBER 25, 1920 Number 14

Selling When the Selling Isn't So Good

A Merchandising Plan for the Moment—The Moment Is Critical and Upon Its Marketing Policy Depends Future Economic Stability

By RALPH BEVIN SMITH

IT SEEMS strange that so many companies slow up on their advertising when conditions become uncertain and go like wildfire when business is easy to get."

This comment is quoted from a letter written to ADVERTISING & SELLING by the advertising manager of a manufacturing company which ranks among the country's leaders in the use of paid space.

It implies an attitude toward advertising that must prevail if the country's producers are going to carry forward the work of reconstruction instead of letting the debris of the war come crashing down around their heads.

"When the storm broke in 1914," wrote another national advertiser, enlarging upon this view, "Great Britain adopted a policy of 'business as usual.' Carried too far, that policy aroused some criticism and scorn and the British shopkeeper was, at length, brought to see that business must serve the needs of war. But should an ill-wind ruffle the hitherto smooth expanse of our market *'advertising* as usual' is a policy to which we can adhere without criticism until we have ridden out the gale."

Since ADVERTISING & SELLING addressed to some of the leading national advertisers the letters of inquiry as to policy which called forth these two comments quoted and others in the same vein the economic weather bureaus have been announcing with increasingly strengthened confidence that perhaps we are not going to have a gale after all but just a steady brisk breeze; that the paddling may be a little more difficult, but is not going to be dangerous.

Don't Be a Turtle!

FACING a period of uncertainty the tendancy of the business man often is to follow the example of the turtle under the threat of danger—to draw himself into his shell and wait for the situation to clear up. Unfortunately, as can be pointed out by the small boy who picks up the besieged turtle, that doesn't get him out of the danger zone.

As a matter of fact, the business situation is nowhere near as dark as some excited critics have painted it and there are many keen observers who believe that readjustment, stabilization, are within reach if the business leaders will only reach.

In this article, Mr. Smith has explained how they have defined "reaching" as keeping up the selling effort and "advertising as usual." THE EDITOR.

One cannot have too much sympathy with those persons of dramatic temperament who are always crying "crisis," seeing a "turning point" today and a "significant change" tomorrow, and reminding one with their curious economic theory of the pre-evolutionary scientists with their theories of a "cataclysmic" development of the world. Yet one may recognize that we are at a psychological moment in the evolution of business without implying a crisis to be announced in eight-column headlines on the financial pages.

A month ago, our financial experts, in their prophetic utterances were using every synonym for the world "panic" that they could cull from the dictionary. Today, we find Franklin K. Lane saying:

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"The business outlook appears to be good in every section. Wholesalers and retailers view the fall and winter optimistically. The retailer is finding that the consumer is looking forward without fear to the winter, and his purchases from the wholesalers are founded upon this optimism. From the simple toiler up through the tradesman to the industry and the financier there runs a connected feeling of confidence."

At the same time, there is a well-established conviction among business men that this optimism must be paid for in hard selling-labor. There is no confidence that we are going to get back the smooth-sailing days of last spring. We cannot dodge the breeze.

"The time is coming," said one advertiser, "when we shall have to go out after business again."

Another said to the writer: "This optimism simply means that we have got our nerve back again and have told ourselves that we can put the market on a firm basis once more if we admit that the 'easy' days are over and get right down to selling—nothing but selling."

An outstanding feature of this condition of mind on the part of business men is an almost pathetic desire to hear, to read, and to repeat in their conversation and in their industrial house organs every note of optimism that is sounded by everyone who can claim some authority to speak with foreknowledge of the future. Executives are instructing their salesmen to talk "good times" when they go out on the road. Advertising men are preaching the worth of starting campaigns to advertise "good times." An institu-

tional advertisement to stimulate buying courage printed in St. Louis newspapers by the Ely & Walker Dry Goods Company of that city under the caption "Business Is Good—Business Is Going to Be Good—Good Business Goes Where Good Goods Go" was reprinted all over the country.

That is good stuff. But actions speak louder than words and better than all the "good times" advertising that our inspired copy writers can turn out is the example we can furnish by adhering to the policy of "advertising as usual."

THE EFFECT OF SPACE REDUCTION

Two or three excited depositors can, by withdrawing their deposits in a moment of financial uncertainty, start a run on a bank. One or two runs can develop a panic. Two or three concerns that "slow up on their advertising when conditions become uncertain" will furnish an example the effect of which all the "good times" advertising in the world cannot combat in the minds of those advertisers who, although they may have been going "like wildfire" when business was "easy to get" watch their pennies with feline persistence when business is hard to get—and read "good times" advertising with tongue in cheek.

But these same astute, if somewhat narrow-minded, business men will announce that they are not advertising to set an example, they are advertising to get their share of returns from the big market and if the market shrinks they are going to shrink their advertising outlay accordingly. Perhaps they won't state it quite as baldly as that, but that is the way they are reasoning.

"It seems strange that so many concerns slow up on their advertising when conditions become uncertain and go like wildfire when business is easy to get."

We quoted that comment in the opening paragraph from a letter from C. M. Lemperly, advertising manager of the Sherwin-Williams Company, which, we correctly said, "ranks among the country's leaders in the use of paid space."

"Our policy," Mr. Lemperly continued, "has generally been the opposite, and we started our double page spread campaign when most people were holding back during the war. As a consequence, we were able to make a 'Million a Month' gain in sales for two consecutive years, and the present sales volume is keeping up in the same ratio.

"The time is coming when we will have to go out after business again, and it is going to be exceedingly expensive to travel a large staff of salesmen under the new transportation increases.

KEEPING UP "ON HIGH"

"We are not only going to continue our big sales force, but to add to it, and will also expect more results than ever from our advertising under these conditions.

"We believe in all-year-round advertising. There was a time when December, January, July and August were cut out of our advertising calendar, but now we keep up the effort steadily twelve months in the year with the result that our business has fewer peaks and valleys than it ever had. The addition of new lines has also enabled us to keep up substantial sales increases through the year."

A few weeks ago the writer attended the rousing sales conference of the Pyrene Manufacturing Company, held in the Hotel Commodore in New York and, during a noon intermission, had lunch with the sales manager, G. P. Rogers, his assistant, James G. Acker, and other officials of the company, including the assistant to the president and the heads of the London and Montreal offices. They were asked frankly what policy they had decided to adopt in the face of a tightening market, a "buyer's market" in contradistinction to the summer's "seller's market," a time when conservative, cautious buying, and constant demands for price lowering would put salesmanship at a far higher premium than it had been in many, many moons. A tight market and cautious buying do not affect a safety service line like "Pyrene" in the same way that they must affect general merchandise lines. Caution is more liable to recommend a fire extinguisher than otherwise; but these gentlemen were interested in the general problem and anxious to suggest a recipe for the common good.

A RECIPE FOR TIGHT TIMES

Their recipe comprehended several important points: the reduction of the size of salesmen's territory to effect greater concentration on a smaller number of prospects; the increase of the sales force and the weeding out of the "duds"; more attention to the education of both salesmen and dealers; more attention to institutional selling and sales promotion; an increase in the lines carried, both to stabilize sales, as Mr. Lemperly suggested, and to increase the interest of the jobber in the manufacturer's business, making him less inclined to drop it when limiting his activities in a "tight market"; more attention to dealer helps; and *"advertising as usual."*

Franklin K. Lane's survey of national conditions reviewed in the newspapers on last Tuesday is a message of reassurance. From the analysis of an investigation made by 900 field representatives of the Fidelity and Deposit Company of Maryland, covering every section of the country, Mr. Lane deduces that "the country is on a sound, economic basis, with the wave of extravagance subsiding, saving increasing, wholesalers and retailers optimistic over the winter outlook, and a growing disposition for hard work, although the individual productivity of labor is not yet showing much evidence of increase."

He finds, however, what the writer has intimated is an important peculiarity of the psychosis of the moment, that "many people stand hesitant and undecided, having difficulty because of the general lack of knowledge of business conditions outside their own locality or interests. The general tendency has been to see what the next man thinks, with the uncomfortable feeling that his guess is no better than another's."

CAUSE FOR OPTIMISM

His survey—taking up only the high lights—shows no shortage of raw material in the country, a lack of orders only in the district including Minnesota, the Dakotas, Iowa, Kansas, Nebraska and Wisconsin, a reduction of the freight car shortage in every district except the Rocky Mountain States, the Southwest and the district including Kentucky, Tennessee, Alabama, and Mississippi, a fuel shortage in every district except in the Rocky Mountain and Pacific Coast States, a good distribution of labor, except only in the Atlantic States where there is a shortage of unskilled labor and some unemployment among skilled labor, excellent crop conditions everywhere; tight money everywhere, but an encouraging increase in bank deposits everywhere except in the Rocky Mountain States; and a total subsidence of the "wave of extravagance."

It is very significant that Mr. Lane devotes considerable space to declare that "we are not yet masters of the art of distribution of products." He speaks specifically of the distribution of farm products and says that "the consumer feels that somewhere between the farmer and himself, too much is taken for a service of comparative insignificance in contrast

with that which the producer himself renders."

This whole interpretation of current feeling and current business conditions has two features of outstanding interest to the advertiser and seller. One lies in the indictment embodied in the last paragraph. The advertiser and seller will be inclined to quarrel with the body of consumers, or with Mr. Lane—whoever is responsible for that phrase "a service of comparative insignificance"—and may even attack the statement that "too much is taken for the service." There is just one kind of merchandiser who cannot fight that indictment because he has ruled himself out of court, or rather, perhaps, pleaded guilty. He is the man who cuts down his advertising in an uncertain business period, thereby reducing the significance and the value of his service, and increasing its cost to the consumer.

It ought to be an unquestioned fact in these late days that advertising—"mass selling," as John Sullivan, secretary of the Association of National Advertisers, has called it—is the most effective agent in the whole distributive process to cut down the cost of that essential (never "insignificant" even comparatively) service. It makes possible such cost-saving standardization of manufacture as was never thought of in pre-advertising days; it enables the manufacturer to profit more at less cost to the consumer than was ever dreamed of in the days before national advertising came to accelerate turnover, and establish merchandising policies that contemplated unheard of quantity sales at what seemed a ridiculously low profit per sale but aggregated a very satisfactorily increased total profit per season. It stabilizes sales with disastrous effect on the old policy of getting top prices in one season when "the going was good" to offset a slump in another season. The manufacturer-distributor who—good time and dull time—avails himself of the full force of national advertising, who advertises harder as selling becomes more difficult and buyers more cautious, thereby keeping his service of incontrovertible significance to the consumer, can turn away the force of any such indictment as Mr. Lane intimates is felt returnable against him as a distributor and "cash in" at the same time. The merchandiser who cuts advertising appropriation every time the buyer shows a disposition to hesitate and take stock, is guilty in the eyes of everybody—his confreres included—and loses money at the same time.

The other feature of outstanding interest in Mr. Lane's survey to which I referred is the clear indication that the market is "steadying down," that it is the psychological moment when every shove in the right direction has incalculable value—and a double effect—psychologically and economically. A favorite war story is that of the captain who, in the midst of a counter-barrage that was breaking his men's nerve, climbed up out of the trench and walked calmly back and forth along the parapet smoking a cigarette. The wise, consistent advertiser will follow his example by calmly keeping up his advertising in times of stress and strain, or raising it to a higher pitch, as the captain raised his nerve.

And his company will go over the top afterwards—as the conclusion of the story says the captain's company went over—with invincible effect. And we mean, not psychological effect—but material effect, measurable in dollars and cents.

A Pattern for Effective Technical Advertisements

One Successful Writer of Technical Copy Analyzes a Method That Wins Readers

By GEORGE HOFSTETTER, JR.
Advertising Manager, Farnsworth Co.

TECHNICAL advertising! And the average copy man exclaims "Horrors!" and runs away as fast as he can to the fatuous phrases of his new face powder campaign.

Technical advertising is more difficult to prepare simply because it is harder to sell a piece of machinery than a can of face powder. It is easier to tell what a safety razor will do than it is to explain how a boiler feed pump works.

Of course, it is more difficult to prepare *attractive* technical copy than it is to prepare copy for the average household article. You can attract the eye with an Onyx hosiery girl or prepare something startling for the sale of it—but how are you going to get away from the staid and reserved, conservative and technical, monotonous and "always the same" advertising that we see in the trade journals and engineering magazines?

In preparing technical copy the writer has found it helped to keep this order of presentation in mind:

1. Attractiveness.

An advertisement must be made attractive. There is no one to tell a reader to "Turn to page 450 to see the Farnsworth machines" and there must be something about the advertisement that will make the casual reader, who, some day, may be the buyer, stop at your page. Therefore, I try to design my captions to make the reader answer a question asked in his own mind before passing on, or perhaps I hold him with a photograph or two.

2. The name.

Everything is in the name. Get it into the caption, if you can. Get it into the text everywhere. That is the first step in advertising. Today, when you say "Spearmint" you do not have to say "chewing gum." We try to make the name "Farnsworth" mean "condensation pumps."

3. What is it?

Having caught our casual reader by our points of attraction, and fixed our name in his mind we try to tell him what he is reading about and why he has glanced at our photographs.

4. What it does.

Then, in this difficult technical advertising, we must hold his interest by telling him in short, concise manner what we can do for him. Having accomplished this we proceed in order to

5. Why it excels.

Here we enter into the field of competitors, pointing out why we believe our machines better in construction, materials, or what not. We show where we have increased their efficiency and service.

6. Service. Guarantee.

We produce records from others as to the service of our products, bring forward the endorsements of satisfied customers in the shape of letters, signed statements and photographs; and we dispel any doubt in the mind of the prospective customer by offering him a guarantee.

7. Who we are and where we are.

In following this pattern we are endeavoring to do our bit to afford the average engineer looking through the average technical paper just a little relief from the dull drab array of average technical advertisements.

Strengthening the Props Under the Advertising

Some Suggestions on Merchandising Good Will to Customers to Hold Them in the Fold and Keep Their Confidence Intact

By C. FOSTER BROWNING
Production Manager, George W. Edwards Company, Advertising, Philadelphia

ONE of the leading men's wear establishments in our town has achieved remarkable success, largely through the use of personal appeal advertising of an irresistible type, which ought to point a lesson to national advertisers on how they can educate dealers to a knowledge of how friendly follow-ups make repeat sales.

When they tell you that their clothing salesmen never forget a face, or that the chaps at their shirt counter remember all the individual whimsicalities of their customers, they do it in a way which raises you a bit in your own estimation. You can almost imagine the man who sold you your newest necktie telling the folks at home all about it. "Yes," you hear him say, "Mr. Brown was in this morning and bought a stunning four-in-hand." "What was it like?" inquires the young brother. "Black with green stripes," answers the clerk. "They're his favorite colors, you know. Fine man, Mr. Brown—excellent taste in everything he buys."

That's the kind of a store you like. Yes, sir; no cut-and-dried methods; no mere routine there. But suppose that just a few days after buying two suits at prices which make you feel that there may be something good in the Overall Club idea; a spring coat that you hope will last several seasons, and three or four shirts that only a shipyard employee can really afford, you should receive the following letter, supposedly signed by the man from whom you made the purchase:

"Dear Sir: Several months have passed since I've had the pleasure of serving you, and I do hope that you will find time to come in and examine our new lines while they remain unbroken.

"When you consider the present difficulties in obtaining materials which meet the high requirements of (Blank's) standards, I believe you will acknowledge that we are particularly fortunate in being able to offer such exceptional values in suits and overcoats for Spring.

"Only the other day Mr. Brown, our buyer, asked me if you had made your selections, and I was forced to confess that you had not favored us with a visit for a long time.

"Won't you try to get in some day next week?"

WHAT WOULD YOU DO?

Perhaps you would toss such a letter into the waste basket and decide, for the moment at least, to buy your clothes elsewhere in the future; for most of us like to feel that our purchases *are* of some real importance to the salespeople with whom we deal and the stores which we regularly patronize. Or you might laugh at it, as I did, and inwardly chuckle over the salesman's embarrassment when you took occasion to "kid" him about it the next time you happened to be in the store.

Of course, I'll continue to buy from these people. Their styles are to my liking; their values honest; their location convenient, and their salesmen courteous and helpful; but whenever I chance upon one of their advertisements in which the "personal interest in every customer" keynote is dominant, I'm pretty sure to read it with certain mental reservations. The recollection of that ill-timed form letter may even bring to mind the favorite expression of a cynical acquaintance—"That's just advertising talk."

Meanwhile, throughout the city other men—hundreds, perhaps—who are wearing clothes for which they have not yet been billed, are receiving these "personal letters," apparently signed by their personal salesmen, informing them that they have not been in the store for several months. Some of these men will be offended; others indifferent, and many greatly amused. Whether much actual business will be lost through this blunder would be hard to determine; but it is certain that but few repetitions of such carelessness or stupidity on the part of the person in charge of the follow-up are needed to greatly undermine the effectiveness of this firm's advertising.

Some time ago, in discussing the relative merits of several local seed houses, the name of one of the largest and seemingly most successful was mentioned; whereupon one of my suburbanite friends threw up his hands with a look of disgust. "I'm off those people for life," he exclaimed. "They put out great advertising; but they don't live up to it. I've been reading it right along, just as you fellows have," he continued, "and last year I wrote for a catalog. The catalog they sent was really one of the finest I've seen, and with it came a splendid letter describing the spirit and superiority of their service, and urging me to open an account. Both the catalog and the letter impressed me so favorably that I did open an account, and gave them a substantial order for seeds, shrubs, fertilizers and garden tools the next day. They gave me to understand that every item in my order was in stock, and that immediate delivery would be made. The goods finally arrived just three weeks after the date on which they should have been delivered. Several articles were missing, and the shrubbery was so badly damaged through careless packing as to be absolutely worthless. My name is still on their mailing list, and every now and then I receive one of those spell-binding letters about their service; but I know everything about it that I want to. Once is enough for me."

This is but one of many instances which have been brought to my notice, wherein good advertising is rendered ineffectual through inefficiency in the order department or gross carelessness in the shipping room. And, undoubtedly, the most unfortunate feature of such unsatisfactory transactions lies in their far reaching influence. In the majority of cases they result not merely in the loss of one customer which the advertising has created, but in the curtailment of much valuable business which might come from the friends and acquaintances of the "man with the grouch."

KEEPING THE FAITH

One of my clients recently told me of the only case on record wherein his company had ever failed in keeping faith with the advertising. It happened years ago, when the enterprise was struggling along on a shoestring capital, and resulted in the loss of thousands of dollars worth of business. In the early '80's the founder of this firm, which manufactures a product now used in many of the greatest industrial plants both here and abroad, decided that the

quickest way in which he could secure adequate distribution for his commodity would be to get it into the hands of the plant owner or superintendent, and let it "do most of its own talking." A series of attractive advertisements, offering a generous free sample, were prepared, and a small, rather spasmodic campaign begun in a number of trade publications.

The business was small; its financial backing scanty; and in its early battle for recognition it had neither the big scale production nor the big buying facilities of its competitors; and getting together the weekly pay roll was often a mighty serious matter. Sending out those free samples was a big additional expense, so the girl whose duty it was to get them into the mail worked out a plan, undoubtedly with the best intentions, to save money for her employer. Without consulting anyone in the matter, she decided to send them only to big concerns.

One day a request came from a young man who operated a small machine shop in the Middle West. It was carelessly scrawled in pencil on a piece of soiled notepaper. Surely, thought the girl, it would be money wasted to send a sample to this man; so she pigeon-holed the letter and forgot all about it. Five years later, the heads of this now successful company were much concerned because of their inability to sell their product to a certain large manufacturing plant in the Middle West. Their best salesmen made repeated attempts to land the business without once securing a satisfactory interview. Finally the President himself made the trip. The General Manager received him and offered him a chair. "I'll tell you frankly," he said, "why my business has gone to your competitors. Five years ago you advertised a free sample of your product. As a poor mechanic, I answered your advertisement, and the sample never came. I have read your advertising since; much of it has impressed me; but I have always felt that you did not keep faith with the advertising."

It was a bitter pill for the President. He returned home without the coveted order, and started an investigation, and there in a dusty, long-forgotten file, the one-time mechanic's letter was found.

Three months ago a well-known publication of tremendous circulation published several pages of bungalow photographs, together with an offer to send complete plans of any bungalow selected for the price of the postage. My wife was most enthusiastic about them, and as we contemplated building, lost no time in getting her letter into the mail. The plans have not come; neither has she received any explanation for their non-arrival, and I know that there is at least one reader of this firm's offers who is likely to regard any future ones which it may make with considerable skepticism.

Day after day, little inaccuracies in the order, shipping or mailing departments, are pulling the props from under the advertising in many businesses. The most carefully planned campaign, the most compelling copy, has its limitations. It can create desire, confidence, action and good-will; then it is up to the organization to make good.

Outdoor Advertising Association Convenes---Service the Keynote

The eleventh annual convention of the Outdoor Advertising Association met in Cleveland, September 14 and 15. The first session was called to order by President Chennel at 10 o'clock Tuesday morning, September 14, at the Hollenden Hotel. There were representatives present from 80 per cent of the membership, the attendance being the largest of any convention held in recent years.

The advertising men were welcomed to the city of Cleveland by Mr. Wood, head of the law department of the city, who extended the welcome on behalf of Mayor Fitzgerald. John S. Hummer, counsel for the Outdoor Advertising Association, responded, and the convention proceeded with its usual business.

The afternoon session on Tuesday was more particularly devoted to "Service," "Copy" and "Costs," Harry MacDonald acting as chairman, and the following gentlemen responding:

R. L. Whitton, "Copy and Execution"; W. H. Grant, "Art in Advertising"; Otto Townsend, "Iron and Cement B. B. Construction"; Leonard Dreyfuss, "Costs"; Casimir Mayshark, "Color in Outdoor Advertising"; and A. Conners, "Developing New Printers."

In the evening autos carried the members over 60 miles of the city boulevards and streets, to view the illuminated night display of Outdoor Advertising.

MILBURN HOBSON SPEAKS

On Wednesday, the morning session was called to order by President Chennell. After routine business, John S. Hummer, counsel for the association, delivered a very effective speech, which had to do with the service the plant owners should render. He was followed by Milburn Hobson, president of the Poster Advertising Association. The chair was then turned over to Leonard Dreyfuss, and the matter of Local Sales was touched upon by a number of speakers, including R. L. Whitton, Harry MacDonald, C. H. Barling, Milburn Hobson, H. R. McClintock and O. V. Ober.

The afternoon was devoted to a National Sales Session, with R. L. Whitton as chairman. At this meeting, Harry Dwight Smith, president of the American Association of Advertising Agencies, spoke on "The Province of the Agency, and its Relation to Outdoor Advertising." H. Prescott Simpson delivered an address on "Outdoor Advertising and the Relation of the Plant Owner to the Advertiser." Other speakers at this session were Leonard Dreyfuss, H. F. Gilhofer, F. T. Hopkins, of the National Outdoor Advertising Bureau, and H. E. Erickson.

The convention was brought to a close in the evening with a dinner at the Hollenden Hotel, at which a number of impromptu talks were made.

SERVICE IS STRESSED

The entire theme of the convention might be summed up in one word—that of "service," every speaker dwelling at length on the need of adequate service, in order that the advertiser might be assured of resultful publicity in whatever territory his Outdoor Advertising is placed and to overcome any tendency that might be growing to restrict Outdoor Advertising.

Officers for the ensuing year, elected at the meeting, are as follows:

President, Geo. L. Chennell, Columbus, Ohio; vice-president, Harry C. Walker, Detroit, Mich.; secretary, Chas. F. Bryan, Cleveland Ohio; and treasurer, Samuel Pratt New York, N. Y.

The directors elected were:

Geo. L. Chennel, Columbus, Ohio; Chas. F. Bryan, Celeveland; Harry C. Walker, Detroit; Samuel Pratt, New York; Leonard Dreyfuss, New York; E. C. Donnelly, Boston; H. R. McClintock, San Diego; Geo. Kleiser, San Francisco; Harry MacDonald, Detroit; Geo. L. Johnson, Chicago; John P. Baird, Little Rock, Ark.; Geo. Sherer, Minneapolis; G. B. Read, Chicago; L. N. Scott, St. Paul; John E. Shoemaker, Washington, D. C.; Col. Rife, Baltimore, and Chas. T. Kindt, Davenport, Ia.

J. D. Lewis Heads Window Display Company

J. D. Lewis, for many years president of the N. K. Fairbank Co., and president of the American Cotton Oil Co., has become president and treasurer of the T. F. Moore-Lewis Company, window display and store advertising, with offices in the First National Bank Building, Chicago, Ill.

T. Fred Moore, of the new company, is president of the T. F. Moore Company of New York which has offices at 19 West 44th Street, and has been engaged in window display advertising for several years.

Mr. Lewis, because of his many years' experience as a buyer of advertising, amounting to many millions of dollars, should be in a splendid position to advise advertisers.

The Development of Commercial Art

The Third of a Series of Highly Interesting and Helpful Articles by An Authority On the Selling Value of Illustrations

HAVE you ever made the experiment of running through any magazine which carries a large amount of advertising, and of selecting those pages or portions of pages which appeal to you, instantly on the spur of the moment, irrevocably, as representing the highest standards of the craft? There may be two hundred solid pages of advertising, and your choice will be expressed in say ten or twelve. In fact, you begin to wonder that, in the midst of a bewildering selection, the top-notchers are so few. All of this advertising holds interest. All of it shows study, and care, and resourcefulness. All of it commands respect. But the genius ad, the super display, is not conspicuously in evidence. When you do run across it, you recognize its virtues with a little thrill of pleasure.

Every advertising campaign should possess an individuality, peculiar to itself and to its product. Where a single line of merchandise is represented by perhaps fifty different manufacturers, all advertising, this need of character, individuality, and personality is intensified. We were amused by the chance remark of a housewife, who said, after going through the various stages of buying an electric washing machine: 'The advertisements really confuse me. There are so many machines and so many advertisements. I can't quite tell one from another." It developed that a more lasting impression was left by the Blue Bird campaign. Why was this? Because its advertising was built on a picturesque idea rather than upon a piece of mechanism. It is easier to remember the symbol of happiness than to remember an electric washer. The rank and file of such campaigns talk mechanical excellence, while the Blue Bird sings merrily away of a state of happiness, caused by the product.

Those advertising campaigns are the most successful, as a rule, which accomplish two big things:

Continuity, that people may remember all the units of a series, rather than disconnected pages.

Individuality, a physical something which lifts them out of the rut and away from competitive advertising.

Finishing the Series

THIS article is the third and last of a series of articles by an artist-businessman whose views of the selling value and other qualities of modern illustrations have been read with great interest by national advertisers who follow such matters in Advertising & Selling.

The three articles have been reprinted through the courtesy of "The Printing Art," of Cambridge, Mass., to whom credit is due for having enlisted the cooperation of such an authority as the writer of these valuable chapters.

The subject of commercial art is one which will claim the attention of advertisers with increasing importance as artists turn from the old line art-for-art's-sake school to art for the sake of the education of the reading masses, to their physical as well as mental comfort.

THE EDITOR.

And these demands have forced advertising men and printers of advertising matter to seek an ever changing pictorial panorama linked with techniques which people will instantly recognize as "new" and "original" and consistent with American progress.

It may be said at the outset, that there is a certain quiet, well-mannered school of commercial art which will always be proper, acceptable, dignified, and "in style." This school is a strictly conservative one, and it is represented by those artists who place thorough knowledge of craftsmanship above mere eccentricity of technique. It may be summed up as "good drawing" plus the illustrator's spirit. It will always serve its purpose well, because, like a woman in a trim tailor-made suit, it is "proper" and characterized by no fussy frills.

The expert draftsman is not without honor in his own country. Advertising welcomes him, and he steps from his exhibition canvas, his designing and decorating, and his Academy ideals long enough to enhance the manufacturer's message to his public. There has been no greater tribute to advertising during its steady growth than the recent acquisition of noted American illustrators. When men of Keller's recognized talents, when twenty other distinguished painters, forming a list too long to mention here, paint and draw for advertising, then indeed we may lead all countries and place the profession on a wonderfully elevated plane.

The attempt is being made to beautify advertising. That was its grave fault in the olden days; it was crude, and ugly, and often hideously inartistic. That it sold goods is an argument of no purpose. The present regime is selling more goods. Advertising sections need not be coldly commercial. They need not be an offense to the eye. Advertising can, and is getting to be, as interesting and as worthy of close attention as the body of the magazine. The modern advertising booklet is a thing of rare, skilful, and commanding beauty. People are saving such pieces of printing now, where once they read them and threw them aside. And, in all this step forward the artist has accomplished much. Some of the credit belongs to him.

But we have referred to that school of commercial art which is ever new, regardless of its age. In this class may be cited the drawings for such an account as Ivory Soap. There is a sales idea in every Procter & Gamble page, but, as illustrations, they measure up to studio standards of artistic excellence. Nothing is exaggerated; nothing is distorted. Technique is here of small consequence. From the quaint, old-fashioned charcoal studies of "home," with their pantalooned boys and their pretty ladies in flowing skirts and netted hair, by Jessie Wilcox Smith, to the splendidly conceived oils of Kimball, or Price, or Hanna, Ivory Soap illustration has been consistently superior for the past ten years.

Praise is likewise due the new series in full color, by Barclay, for the Eaton, Crane & Pike Company. Here again pure, unadulterated "good drawing" and true-to-life naturalism are the ambition of the advertiser. Never is the sales angle forgotten, but the canvases are representative of the best in studio production. Such illustrations "get over" through sheer force of idea and of abounding dignity. You know they represent quality the moment you look at them.

Mr. Prince has also been doing some fine work for the Van Camp

Demonstration Is Worth Many Times Mere Claims

Every now and then the New York Globe stages some stunt calculated to render public service and test its strength with its readers.

A few weeks ago it sought to bring apple growers directly in touch with consumers. By setting a price of $5.25 a barrel, readers to the tune of over 12,000 responded, with cash in advance.

The Globe has sold and will sell 30,000,000 pounds of New Zealand lamb to its readers at prices nearly as low as the wholesale price of the packers.

A recital of similar projects successfully carried through demonstrates The Globe's superior pulling power and reader confidence compared with newspapers which merely sit tight and take the money.

Member A. B. C. **The New York Globe** 170,000 A Day

JASON ROGERS, *Publisher*

products, in limited space, that is, tops of double-column magazine display. For the most part these are studies from models—little fragments of realism from your home and mine—mothers and fathers and kiddies — linked with the three-times-a-day problem of the American table. But they are praiseworthy because they do the old thing in such an exalted manner. Do you remember when these family-group pictures were cut out with a jig saw and were coldly commercial?

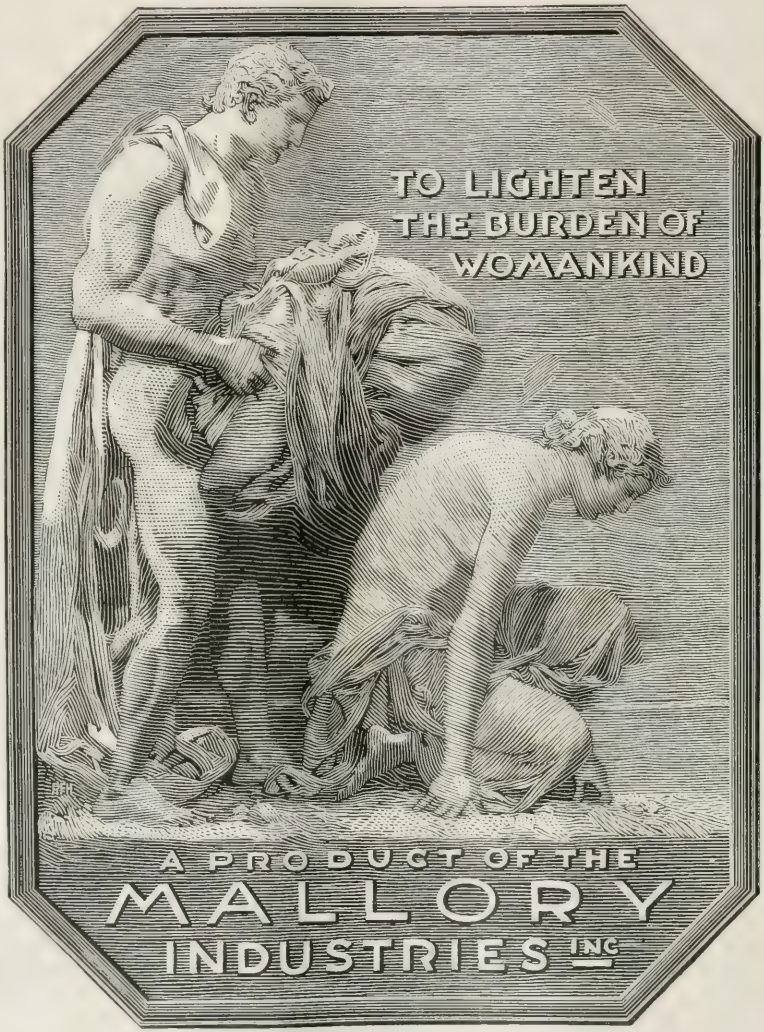
The Burroughs Adding Machine Company, too, has come to the front of late, with a series built around office scenes — executives, bookkeepers, and workers in general. The figures are absolutely lifelike, yet with none of the stiff formality of posed photographs Harry Lees has painted many of them, and we rather fancy they would receive topnotch criticism in any great art school. Topkis Athletic Underwear paintings in color—a newcomer — treat the conventional in an elegant way. Gone are all traces of the era of tight, mechanical treatment and of poorly drawn figures. These are *real* people doing *real* things in a *real* manner. Conservatism can be commanding when it reflects the loftiest ideals of the artist, unbridled by the overloading influence of the professional "visualizer," who wants underwear drawn with a foot-rule and hosiery blown in with an air brush.

The Kaynee campaign which embraces a wonderful series of studies of boyhood in wash and in crayon, or in soft pencil, belongs to the aforementioned school of naturalism minus "freak" technique. The blouses and little wash suits are there, nicely, adequately suggested, but never do they "jump out of the composition" nor intrude their presence in action studies of real kids of the glorious Penrod period.

It's in the illustrating of still-life subjects, that the modern artist has discovered ways and means of being unconventional. By fusing various mediums he not only makes the object conspicuous, but he does it discreetly and artistically. Here the decorative sense is strongly developed.

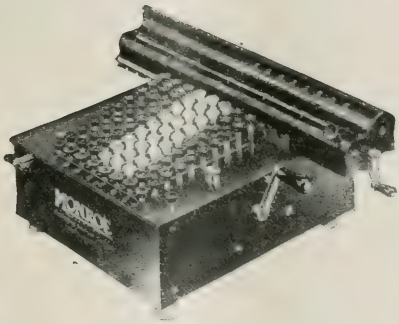
Study, if you will, the McDougall Kitchen Cabinet page reproduced on page 12. Note that pen and ink, pure whites, eliminated half-tone screen, the interjection of striking contrasts, and the adroit juxtaposition of line and wash, make for a very clean, sparkling technique of the *new* school.

In the matter of new and modish developments, there have been many. In a superficial word or two we wish to touch upon some of them. The examples given represent the attempt, by advertisers, to



There is an increasing tendency on the part of advertisers to create a new type of trade-mark, a new and more dignified business symbol, which will glorify the industry or tell an actual story of the service performed. An example of the best of these is to be found in the highly artistic Mallory symbol. It has been drawn, in this instance, in pen-and-ink, somewhat after the wood-cut style, and is really a most ingenious piece of workmanship. It will be seen that the pen can be made to give a wonderful variety of tone values. It is customary for such symbols to be first modeled, and then done in bronze.

Collier's
THE NATIONAL WEEKLY
5¢ a copy

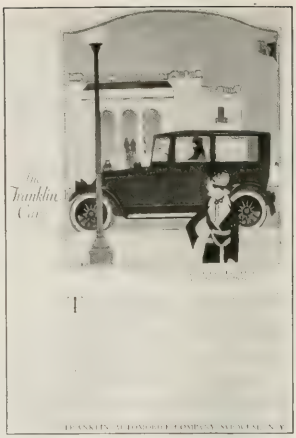


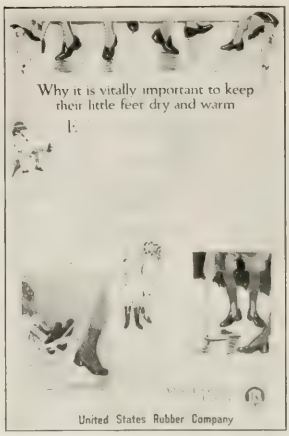
Monroe and Collier's

The Monroe Calculating Company is using Collier's as the backbone of its 1920 national advertising campaign.

Read Collier's







I II III

I and III. Two examples of a new idea in advertising layout. The scheme is to produce narrational copy interspersed with little unit illustrations, dropped in as reference is made to them in the text. This form is purposely far remote from the conventional layout, where picture and text are blocked in, almost arbitrarily. This idea is employed by many advertisers now, both in magazines and newspapers, and has been made a trade-mark plan or policy by certain recognized advertising agencies.

II. A new wash and line technique for automobile advertising of more than passing interest. Every unit of the series has been kept in this treatment. There are poster qualities to this method of handling.

get away entirely from the cut and dried elementary units of design. They represent an unusual amount of thought and study, and *plain hard work*. Advertising men will very cheerfully confide that to "do something new" is a Herculean task. And that it simply means, in the end, setting a fashion for many to follow, is not the least of the handicaps.

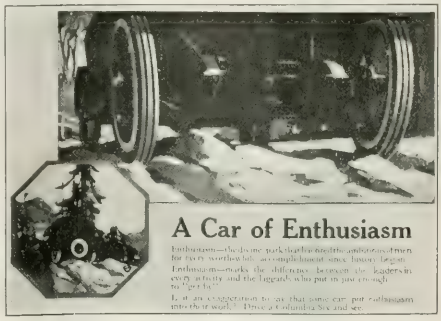
Automobile advertising has felt the sharp need of individuality in illustration. There have been striking examples of progress in this respect, beginning a few years ago with the White Car technique and culminating in a very modish series for the Franklin automobile. In the latter case the combination of areas of straight wash with dense blacks and pure whites, mixed with pen work, is emphasized. This series marks a new idea.

The Cadillac illustrations change from season to season, with much thought and much inventive genius put into them, in order that they may resemble no other current campaign. Thus the current campaign attempts a most innovational composition scheme—that of devoting the larger illustrative space to a showing of the driver or occupants of the car, cut off sharply top and bottom by straight rules, and with only enough of the machine showing to hint at it. But how wonderfully these compositions are planned, and how rarely human are the studies of figures and expressions! It is doubtful if any year has produced a more pleasing design than that used in a special appeal to women drivers, with the dark-eyed girl at the wheel and the collie, brow-wrinkled, looking out over the side from the rear seat. The complete machine, from a photograph, appears in miniature elsewhere on the page. Here, then, a composition idea, rather than a technique, provides that "something new" which advertisers of automobiles know is essential.

The Columbia Six campaign for 1920 strikes out along entirely new lines. Sections of the car, not the complete car, are "thrown up large" and executed in a very remarkable quality of wash. We are reproducing one of the series to indicate this to the reader. See how masses of solid black are employed, with here and there a glimmer or gleam of high-light to bring out detail, suggesting it, not putting it in its entirety. There is a certain vivid luster and brilliancy to this technique that instantly attracts attention. The advertiser has found a "new idea" and is using it as the basis of an entire campaign.

The Briscoe worked along shrewd lines when it looked over the field, and, recognizing that nearly all automobile campaigns were illustrated in half-tone, engaged a pen-and-ink specialist to devise a rough-surface-paper series, unlike anything now appearing.

L. Fellows, not long ago, developed in one of the humorous papers an oddly attractive pen-and-ink outline technique. Hair traceries in black were pitted against sturdy masses of it, with an occasional Ben Day tint in areas where it would do the most good. A Fellows drawing "stood out" in those old days, and was striking enough to be commandeered by advertising. Now Kelly-Springfield Tire advertising has the artist as an important staff addition, and his full pages, with only a few lines of text beneath, have jarred competitors into beating them at their own game. This, then, may be considered one of those



All a question of wash technique. Elimination of detail, by the use of masses of solid black, in which sparkling little highlights tell the story. This treatment is distinctive of the new Columbia Six campaign, and marks the advent of another novelty in technique

Where Is Your Brand Strongest With the Farmers?

Summary of Replies from Questionnaire appearing in the May Issue of Farm Life—BAKING POWDERS.

STATE	Replies	Royal	Calumet	Rumfords	Bon Ton	Good Luck	Snow King	Grand Union	K. C.	Davis	Crescent	No Brand	Miscellaneous	Totals	Users
Alabama	195	7	46	3	.....	5	17	.....	.....	.....	.....	22	33	133	133
Arizona	12	1	4	.....	.....	.....	.....	.....	3	.....	.....	.....	2	10	10
Arkansas	151	.....	64	.....	2	23	2	.....	14	.....	.....	9	14	128	126
California	50	13	8	5	.....	.....	.....	.....	8	.....	1	1	[illegible]	44	44
Colorado	33	1	15	.....	.....	.....	.....	.....	8	.....	.....	2	[illegible]	35	33
Connecticut	24	13	.....	2	.....	.....	.....	1	.....	5	.....	.....	3	24	24
Delaware	22	1	.....	4	.....	.....	2	.....	.....	2	.....	2	10	21	21
Florida	65	5	13	13	.....	.....	2	.....	.....	.....	.....	6	2	41	40
Georgia	290	15	55	13	.....	5	.....	.....	.....	1	.....	20	84	193	193
Idaho	43	9	11	.....	.....	.....	.....	.....	11	.....	.....	.....	11	42	42
Illinois	417	33	133	10	4	.....	19	4	42	.....	.....	25	115	385	384
Indiana	581	110	127	20	5	.....	6	7	7	2	.....	44	221	549	546
Iowa	117	9	58	1	1	.....	.....	1	25	.....	.....	7	11	113	113
Kansas	98	3	25	1	.....	.....	.....	.....	55	.....	.....	4	12	100	88
Kentucky	248	14	88	.....	46	5	28	.....	3	2	.....	8	32	226	224
Louisiana	70	3	28	2	1	6	5	.....	1	.....	.....	4	3	53	52
Maine	44	3	.....	.....	.....	.....	.....	2	.....	7	.....	3	8	23	23
Maryland	55	3	.....	9	.....	.....	2	2	1	2	.....	5	25	49	49
Massachusetts	36	13	.....	2	.....	.....	.....	4	.....	3	.....	5	6	33	32
Michigan	201	13	86	8	.....	.....	.....	1	51	.....	.....	13	18	190	189
Minnesota	170	20	86	3	.....	.....	.....	1	26	.....	.....	7	20	163	163
Mississippi	170	10	15	4	1	25	46	.....	.....	.....	.....	15	15	131	131
Missouri	252	3	41	4	2	.....	.....	.....	83	.....	.....	10	87	230	230
Nebraska	69	4	25	.....	.....	.....	.....	.....	28	.....	.....	2	5	64	64
Nevada	3	.....	2	.....	.....	.....	.....	.....	.....	.....	.....	1	.....	3	3
New Hampshire	12	3	.....	3	.....	.....	.....	.....	.....	.....	.....	2	[illegible]	10	10
New Jersey	29	10	.....	1	.....	.....	.....	1	.....	14	.....	1	1	28	28
New Mexico	14	1	9	.....	.....	.....	.....	.....	8	.....	.....	2	.....	20	14
New York	189	25	.....	6	.....	.....	.....	9	4	90	.....	13	36	183	182
North Carolina	215	14	.....	16	.....	26	31	.....	.....	22	.....	13	26	148	148
North Dakota	125	20	56	.....	.....	.....	.....	.....	16	.....	.....	16	36	144	143
Ohio	336	128	39	38	3	7	7	8	.....	21	.....	35	80	366	322
Oklahoma	121	2	40	.....	.....	2	.....	.....	59	.....	.....	4	10	117	116
Oregon	53	17	4	1	.....	.....	.....	.....	13	.....	11	3	6	55	55
Pennsylvania	335	92	1	48	2	.....	.....	31	.....	47	.....	35	61	317	317
Rhode Island	5	1	.....	4	.....	.....	.....	.....	.....	.....	.....	.....	.....	5	5
South Carolina	96	8	.....	6	.....	12	8	.....	.....	2	.....	6	20	62	60
South Dakota	85	10	54	.....	.....	.....	.....	.....	16	.....	.....	.....	5	85	85
Tennessee	184	16	35	4	7	22	43	.....	.....	4	.....	9	24	164	163
Texas	243	2	105	1	.....	23	.....	.....	88	.....	.....	6	12	237	237
Utah	18	1	2	.....	.....	.....	2	.....	3	.....	.....	1	5	14	14
Vermont	32	4	.....	6	.....	.....	2	2	6	3	.....	2	9	32	31
Virginia	206	7	.....	36	.....	48	8	.....	.....	25	.....	19	53	196	194
Washington	72	12	2	.....	.....	.....	.....	4	15	1	23	4	12	73	73
West Virginia	109	17	1	21	1	19	7	.....	.....	4	.....	6	11	87	85
Wisconsin	134	6	71	1	.....	1	.....	.....	24	.....	.....	7	8	122	120
Wyoming	13	.....	3	.....	.....	.....	.....	.....	5	.....	.....	.....	2	10	10
Montana	73	2	23	.....	.....	.....	.....	.....	15	.....	.....	3	27	70	70
Totals	6,115	704	1,375	296	75	229	233	80	642	257	35	402	1,200	5,528	5,439

THIS table shows the relative strength in rural districts of various leading brands of baking powder. It shows in which states they have their best distribution, and how good it is compared with their competition.

The table was compiled from a questionnaire which was answered in great detail by over 6,000 Farm Life readers.

We have similar tables on more than 50 articles of common use. Perhaps the kind of product you make is included. The analysis is based on a sufficient number of replies to make it really valuable.

Write for the subject in which you are interested.

These tables show also the remarkably even distribution, in proportion to Farm Population, of Farm Life readers throughout the country.

THE FARM LIFE PUBLISHING CO.

THE JOHN M. BRANHAM COMPANY, Advertising Representatives

NEW YORK CHICAGO DETROIT CLEVELAND ST. LOUIS KANSAS CITY ATLANTA SAN FRANCISCO

Farm Life — As National as Agriculture

SPENCER, IND. Farm Life

picture "stunts" that creep stealthily into advertising every so often, and will doubtless set the fashion for others. It's too good to be overlooked.

Franklin Booth, with his distinctive pen technique, has been the rage for more than two years. The pity is, 'tis true, that innumerable imitators of Booth have slowly, insidiously "killed the idea," through over-indulgence. It has been sadly overdone. That is the penalty of quality. There are so many crafty imitators. Art has no snug harbor in copyright or trade-mark laws. Any Tom, Dick, or Harry can go and do likewise. They are even encouraged in doing so.

We believe that there will eventually come an end to this—because it's wrong, all wrong. Why not a patent law that will protect an artist's technique, where ethics do not seem to prevent blatant imitation? What a wonderful scheme that would be!

What may be looked upon as a new thought in pen treatment, is represented in a new series for the E. V. Price Company, a tailoring institution. Just as Booth's rare technique was being fed a little too liberally, Glen Sheffer devised an abridgment of it—a really remarkable combination of many pen treatments in one. The figures are well drawn, and the gradations of tints are wisely directed. Certain it is that, as a series, the drawings "stand out."

Mention should be made of the tendency to present "narrational advertisements," that is, pages made up with no eye to the usual set illustration, block of text, name plate, etc. The copy, either conversational or of the story form, runs down through the space, indented and spotted with little units of illustration, done in the spirit of modern art. There can be no doubt but that such advertising is exceptionally readable, and exceptionally interesting to the "women folks," to whom it is directed as a rule.

Pond's products are thus treated at present; the United States Rubber Company is using it to splendid purpose, and at least a dozen or more other advertising accounts believe in making an advertisement look unlike an advertisement. This may be set down as a current art and copy "vogue."

Then there is the new-style flat wash drawing, often executed in distemper, which simply means body color freely mixed with white. The technique is really quite fascinating and a pleasure to the eye. Good drawing, plus treatment of an often daringly simplified character, places this technique well to the foreground in modern advertising design. No better example can be given than the new campaign for Ascher's Knit Goods—those rollicking, fat little youngsters in their sweaters and winter togs that make them resemble the Eskimo.

This is really the "latest thing" in wash treatment. Against soft gray backgrounds, figures are superimposed, done in lighter tones, with here and there a bold dash of solid black. Elimination of unnecessary detail is a striking attribute.

When this same practice is followed in the making of color illustrations, the effect is even more attractive. What might almost be called "a characteristic American technique" is the vastly simplfied and decorative color drawing so much in use now, and originally employed, as a dominant pictorial feature, by Lux. The French have done it for years, but we believe the American version is an improvement. You must have seen the Wolfhead Undergarment drawings in women's publications.

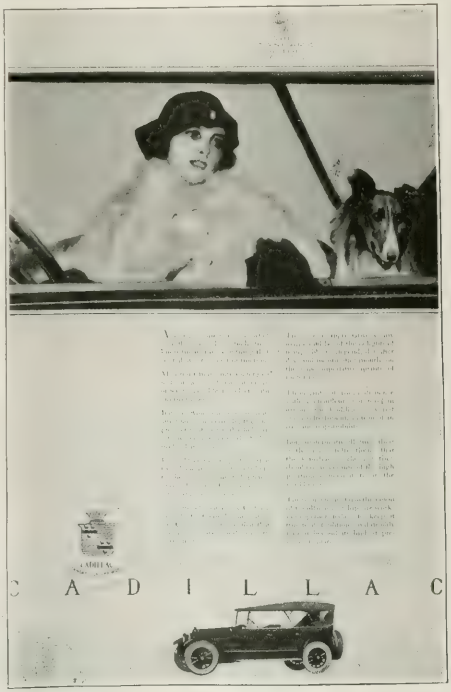
It would require much more space than is at our disposal to honor adequately and to comment upon the really remarkable things that commercial artists are doing for advertising. That these achievements are successful beyond the most extravagant dreams of an earlier era is not an overstatement. The artist is often looked upon as a sort of "necessary evil" in advertising. Copy writers begrudge him the space he is allowed. But first, last, and always, advertising is creating atmosphere for an article. The clerk does it in the store, when he elaborates upon what merchandise will do, the pleasures it will bring, and the saving it means in time, labor, etc. Pictures, properly executed, form a short cut to the same end.

You who make advertising, whether it be for the magazine, the newspaper, or the catalogue, or for any of the other manifold channels of public approach, should be exacting when you dress your message. Paris sets the styles for dress; American, just now, is setting the styles in advertising illustration.

And remember—it is just as possible for advertising to become old-fashioned in its physical dress, as it is for a man or a woman to fail to keep pace with clothing. The picture is the hat and the suit and the footgear of the printed message.

California Prune Association Reorganized

Reorganizaion of the California Prune and Apricot Growers, Inc., in a strictly non-profit selling organization for growers, was announced this week. This changes the form of the organization from a corporation to a non-capital stock association. The reorganization will be completed in 1922, when all of the present contracts held by the association with its 10,000 grower members expire. Growers newly joining the association from now on will sign a form of contract differing in several points from the old contracts.



Anything to get away from the deadly sameness of automobile advertising layout and picture composition. The newest innovation employed by Cadillac—prim, precise illustrations, featuring the driver rather than the car, with just enough of the latter to show that it *is* a car

Chicago—Wonder City of Advertising

This Giant Industry Has Increased in the Mid-Western Metropolis, from $15,000,000 in 1905 to $75,000,000 in 1920

By C. H. STODDART

FIFTEEN years ago there were in Chicago about thirty firms or individuals listed as General Advertising Agents. They handled about $15,000,000 in advertising. The bulk of this $15,000,000 was placed by Lord & Thomas; Chas. H. Fuller Company; Long Critchfield Company; John Lee Mahin; J. L. Stack and the Chicago office of The J. Walter Thompson Company.

To-day there are listed 108 firms or individuals under the heading of General Advertising Agents, who during the present year will place $75,000,000 in advertising.

These figures seem startling, but they are made after carefully going over the list with J. F. Matteson, of Matteson-Fogarty-Jordan Company, Chairman of the Western Division of the American Association of Advertising Agencies, and with personal talks with William H. Rankin, of the Wm. H. Rankin Agency; H. P. Cohn, Manager of Lord & Thomas, and several others connected with Chicago agencies.

The bulk of this $75,000,000 is being placed by about thirty agencies. The question naturally arises—"Whence comes this enormous gain of 500 per cent." There are several answers—automobiles, automobile tires, and other accessory advertising, are among the leaders.

SOME CONVINCING ILLUSTRATIONS

Take automobile tires as an illustration: Fifteen years ago there were less than one-half million cars driven, meaning that about 2,500,000 tires were sold. This year 9,000,000 cars are being driven, consuming 45,000,000 tires annually. The price per tire is much less than even ten years ago, and the mileage per tire has been doubled. This is a case of where increased output and advertising has decreased the cost per mile per tire, and furthermore, the newspapers, magazines and farm papers have increased in value as tire and accessory mediums about a thousand-fold, because there are now 9,000,000 possible customers who read, against one-half million fifteen years ago.

Recently in one issue of the *Saturday Evening Post* and *Literary Digest* there was $350,000 worth of Western advertising, from advertisers who were not in business fifteen years ago, or if they were, they only advertised in trade papers. Mind you, this $350,000 was spent in two mediums alone, during the dull summer months. They probably spent many thousands of dollars during the month in other publications. Scores of advertisers are now using publications of national circulation, that fifteen years ago confined their advertising to trade mediums exclusively.

It might be of interest to compare the volume of display advertising carried by the Chicago dailies in 1910 with that of last year. In 1910 there were eight daily papers carrying a total of 32,471,938 lines. In 1919 there were only six papers—The *Inter-Ocean* having been merged with the *Record-Herald*, which later was consolidated with the *Examiner*, under the name of the *Herald-Examiner*. These six papers in 1919 carried 57,723,921 lines—an increase of 25,251,983 lines, or 77 per cent increase.

VAST OUTDOOR INCREASE

George Enos Throop tells me that outdoor advertising in Chicago has increased from about $200,000 fifteen years ago to about $2,500,000 during 1919. Anheuser-Busch Brewing Company of St. Louis, spent over $400,000 last year in outdoor advertising.

Another interesting thing that came to my attention a few days ago as showing the great increase in advertising, and the sale of advertised products, was the business done by Sears-Roebuck Company. In 1907 their sales amounted to $48,689,472—a little less than $1,000,000 a week, while in 1919 the sales were $257,930,000, and this year they expect to do over $300,000,000—or about $1,000,000 a day.

I understand that the business coming through the Chicago office of the Curtis Publishing Company will exceed $25,000,000 this year.

Take Food Products—millions of dollars have and will continue to be spent in this kind of advertising. New uses for old products are being continually discovered. A few months ago Allen Collier, President of the Procter & Collier Agency, of Cincinnati, told me a story that illustrates this.

The Procter & Gamble Company, soap manufacturers, of Cincinnati,

Chicago's Gifts in Men to New York Advertising Field

In New York City, as a living tribute to Chicago's fame in the advertising world, there are almost a hundred men originally from the western metropolis who have made notable successes in advertising. The following might be mentioned: George L. Dyer, president of the George L. Dyer Company; George D. Buckley, president of the Crowell Publishing Company and president of *Collier's Weekly;* Lee W. Maxwell, vice-president and general business manager of the Crowell Publishing Company; J. A. Moore, vice-president of the International Magazine Company, and vice-president of the Hearst Daily Newspapers; James O'Shaughnessy, executive secretary of the American Association of Advertising Agencies; Gilbert T. Hodges, advertising director, Frank A. Munsey Company; A. D. Mayo, secretary of the Crowell Publishing Company; John Lee Mahin, Federal Advertising Agency; J. Mitchell Thorsen, business manager of *Cosmopolitan;* Harry H. Charles, Charles Advertising Service; Harry E. Lesan, president H. E. Lesan Advertising Agency; Herbert S. Houston, vice-president, Doubleday, Page & Company; Frank Brauer, advertising director, Crowell Publishing Company; L. A. Van Patten, Van Patten, Inc.; George Hammesfahr, vice-president, Martin V. Kelley Company; John Williams, advertising director, *Collier's Weekly;* Daniel J. Casey, advertising manager, Irving National Bank; Robert E. Rinehart, vice-president, Wm. H. Rankin Company; C. Snowden Redfield, president, Redfield Advertising Agency; Lee Olwell, assistant to president of National City Company; Paul Warburg, Wm. H. Rankin Company; James Quirk, publisher of *Photo-Play Magazine;* A. C. Mace, sales and advertising manager, National Biscuit Co., and H. B. Le Quatte, of Street & Finney.

contract for the entire output of certain cotton plantations in the best part of the cotton growing section of the south. Cotton with this firm is a by-product, they want the cotton seed, from which they make Crisco, a food product, on which they spend thousands of dollars in advertising.

I imagine the old cotton planters who lived and died "before the war" —when cotton was "king"—would turn over in their graves if they could realize the money they lost by not knowing the use that the seed could be put to, which seemed to them a worthless product.

PACKERS ADVERTISE HEAVILY

There has also been a great increase in the advertising of by-products from the stockyards. Wilson & Company have not only advertised their regular business, but have spent thousands of dollars in advertising lawn tennis rackets made from a by-product.

Swift & Company's advertising amounted to $41,000 annually fifteen years ago. Comparing this amount with what they expended last year shows an increase of over a thousand per cent. This company placed on the market over 200 products, many of which were not known fifteen years ago, and most of which are made from the waste of fifteen years ago. These products are largely used in pharmaceutical and agricultural pursuits.

Frank B. White, the Managing Director of the Agricultural Publishers' Association, tells me that agricultural advertising has more than doubled during the past ten years.

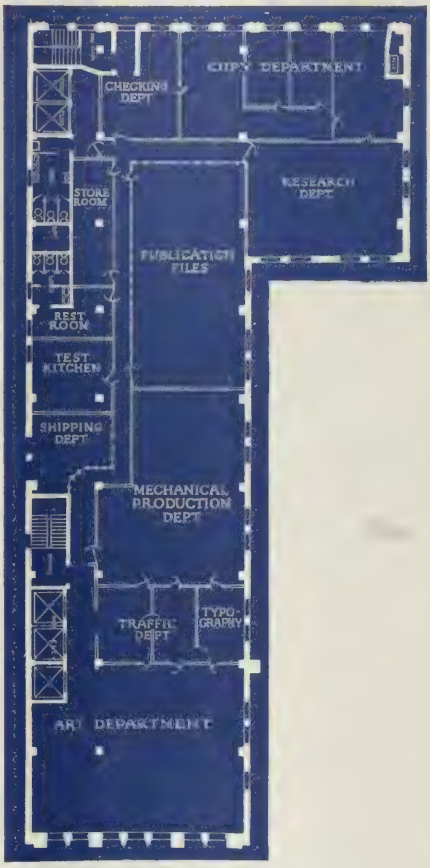
The thing that surprises me most, is the growing number of small agencies. Most of these start as service agencies, preparing advertising booklets; circular matter and follow-up systems. If they are successful in this, it is only a step into the General Agency field. This, at least, has been the history of a large number of agencies here in Chicago, who are now doing a business of from one-half to one million dollars each year.

The service department of an agency, and a service agency, is comparatively a new departure. In the old days advertisers wrote their own advertising, and if an advertising agency offered to write their circular matter, it would have been regarded as presumptuous. I have not the slightest doubt but that Mr. Curtis wrote all of the first *Ladies' Home Journal* advertising. I know that Mr. Munsey wrote the first *Argosy* advertising, and Dick Sears, up to the time of his withdrawal from Sears-Roebuck Company, wrote all of their copy.

GROWTH OF THE AGENCY BUSINESS

Fifteen years ago there were only three out-of-town advertising agencies who had branch offices in Chicago. The J. Walter Thompson Company, of New York; Nelson Chesman & Company, of St. Louis; and The Procter & Collier Company, of Cincinnati. At the present time there are sixteen.

The Chicago agencies were never in as good financial standing as at present. I cannot recall a single agency that has not taken their cash discount when due, unless there was some small matter that needed adjustment. With so many large, wealthy corporations advertising so largely, the financial end of the agency business is their least worry. Take as a fair illustration the agency of J. L. Stack. They placed upwards of $3,000,000 last year, largely made up from the advertising of The Standard Oil Company, of Indiana; Swift & Company (stock yards) and the Santa Fe Railroad.



The Blackman
ADVERTISING

A large number of other agencies have equally as good accounts. A large out-of-town corporation wrote me recently, asking about the financial standing of several Chicago agencies. I replied that their credit was never questioned, any more than that of Marshall Field & Company.

The last few years have seen great changes in the methods of handling accounts by advertising agents. Appropriations are not spent in the haphazard way of fifteen years ago, because the successful agencies today have research departments in charge of keen statisticians who investigate conditions, seek out markets and make voluminous reports before any of the appropriations are spent. The chances for an advertising campaign to fail are reduced to a minimum. I know of one agency that has twenty-two of these investigators, and another that has twelve experienced men, devoting their whole time to this work.

Some time ago a household utility was put on the market, and an appropriation of $40,000 made for advertising the first year. The investigators from the agency found that practically every owner of the machines that had already been sold was dissatisfied, and the agency insisted that the $40,000 be spent repairing and perfecting these machines in order to make the owners contented, before a penny was spent in advertising.

ADVERTISING ON SOUND BASIS

Advertising is on a sounder basis today, because the agencies insist on giving more for the commissions they earn. They employ highly paid lay-out men, who know how to make an advertisement attractive. A very few years ago the copy writer did this work. They have men on their staffs who know art work, and typography, and who design labels, containers, etc. In other words—the modern advertising agency can do a complete job.

The space buyer has changed. Space is bought more intelligently because the day of free space—two or three for one—and other concessions, is past, and the day of one rate for all is here.

Thanks to the Audit Bureau of Circulations, the day of false circulation statements has passed. Established in 1914, The Audit Bureau now has 1,500 members among publishers, advertising agents, and advertisers. Practically 90 per cent of the advertising appropriations today are placed through agencies who are members of the Bureau.

The Association of National Advertisers; The American Association of Advertising Agencies; The Associated Advertising Clubs of the World, and other organizations have brought the men of this profession together for exchange of ideas; the building up of more efficient organizations, and the benefit that comes from associations generally. This is a great advance over the idea of "going it alone" that was so prevalent a few years ago.

MANY REPRESENTATIVES THERE

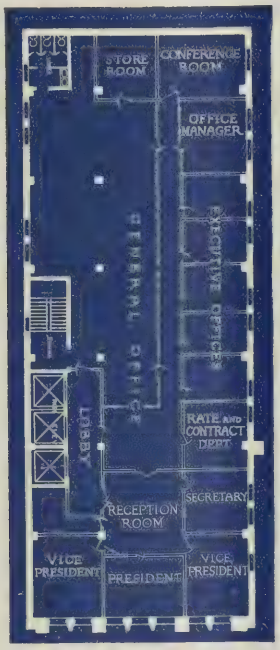
There are located in Chicago about three hundred advertising representatives. They specially represent every worth-while publication in the United States and Canada, and they work in close harmony with the agencies.

There has been a notable change between the agencies and the specials during the past few years.

The time was not so long ago when the special representatives was looked upon as a sort of necessary evil by the agencies, but today they rely to a great extent upon the specials for information concerning, not only the publication he repre-

After September 27th, 1920, the enlarged offices of this Company will be located at 116-122 West 42nd Street, occupying the 14th and 15th floors of the newly completed building between Broadway and Sixth Avenue. This needed change brings us 20,000 sq. feet of floor space.

The builders do not assure us that all the plaster will be on the walls when the last desk comes up the lift, but to all our friends of old or recent standing we extend a hearty invitation to see our new quarters.



Company New York

116-122 W. 42nd ST.

sents, but all publications in the same field and most representatives are most welcome, not only in the office of the space buyer, but also in that of the head of the agency. The type of the special representative has also undergone a great change during the past few years.

A large percentage of the men who have entered the advertising business more recently have been college graduates, until now the advertising business is looked upon as being as much of a profession as is the law or medicine, and certainly the standard of men in the advertising is as high as that of the other two.

Chicago as a Great Printing Center

Facts and Figures That Show How the Industry Has Expanded to Meet the Ever Growing Demands of Advertisers

By C. J. NUTTALL
Editor of the *Ben Franklin Monthly*

ADVERTISING and printing are so dependent upon each other that the growth of one means the growth of the second. This is obvious since the major portion of all advertising matter is the product of the printing press.

Chicago, during the past eight or ten years, has had more than its share of the vast increase in advertising printing, necessitating the enlargement of its printing industry until today it ranks second in quantity of printing produced and rightfully claims first place when quality is considered.

The fact that the industry in Chicago has experienced a growth of over one hundred per cent in the last ten years, is due to two factors: its predominance as a commercial art center and its location which has become all the more important since the zoning system has placed a penalty on printing produced any distance from the consumer.

ART INFLUENCE ON SELLING

Of these two reasons, the first is the more important. Art has come to play an indispensible part in selling merchandise and it is natural that "art centers" should turn out the best possible class of printing. The work of Chicago artists is also being reproduced in practically every other city of importance in the country, including New York, Philadelphia and Boston.

While quantity of work produced is no criterion of its quality it can truthfully be said that every one of the 350 commercial art agencies in the city of Chicago turns out work of merit.

Chicago's ability to produce every class of work from the simplest folder to the most elaborate catalog is demonstrated by the fact that its 1,600 plants range in size from those operating one job press to those with sixty or more cylinder presses. Two hundred of these sixteen hundred plants are privately owned and are of no great interest to the reader, since they do no work for anyone save the companies owning them. The remaining fourteen hundred plants are well equipped to handle any size job that may be given them. This is due to the abundance of engraving, electrotyping and linotype and monotype composition firms in the city, offering every Chicago printer the advantages the housewife has who purchases whatever she may need from the convenient department store.

Chicago printers also have the advantage of having three of the largest paper manufacturing centers of the world located at the very door of the city. This makes it possible to obtain printers over night from points in Wisconsin and Michigan and almost as quickly from the Miami valley in Ohio. The Miami, Fox River and Kalamazoo districts last year produced 1,065,000 tons of printing paper, exclusive of newsprint. At least 80 per cent of this tonnage came to Chicago for use or redistribution.

DISTRIBUTION OF MEDIUMS

Users of advertising are naturally interested in the mediums they use. Publishers have found that they can not only save money—a considerable item where magazines have circulations as high as one million—but can aid the advertiser by getting his message to the reader much more quickly by mailing their magazines in this city. For that reason it has been the custom of more than one eastern publisher to express his publications to Chicago where they are mailed.

Add to the advantages of art, paper supply, mailing and equipment, the further advantage of having 380 advertising agencies located in the city, one can easily see how Chicago comes to rank so high in the Graphic Arts.

Typography has also come to play an important part in the printing art. Today Chicago boasts of having three of the world's greatest typographers at its command. The services of these men are sought by advertising men from all parts of the nation.

Lithography is another phase of advertising which has not been lost sight of and Chicago plants are kept busy turning out poster campaigns for advertisers in every state of the union. Lithography is dependent almost entirely upon the artist and the workman and again Chicago is fortunate. The work and ideas of Chicago lithographers have been proven the most unique and original of any displayed at the advertising exhibitions of the Associated Advertising Clubs of the World held in Philadelphia, Chicago and St. Louis. The fact that this art is an Old World process and that many of the workers in Chicago plants first learned to do the work in Europe, makes it possible for this city to do such work as well if not better than any other.

Lithographing plants in Chicago last year produced more than $12,000,000 worth of posters, car cards, window trims and similar work. The industry now employes 2,500 men in forty-two plants, whose equipment is valued at over $6,000,000. During the war most of the notable work for the war organizations was done in this city, one plant producing 86,667,477 pieces of advertising matter for the United States Treasury Department alone.

WHERE LABOR COUNTS

Another factor not to be neglected when considering the possibilities of Chicago, is that labor conditions are more satisfactory here than in any other printing center. One large employer recently said: "Chicago is a central attraction for labor. Her breeziness, her activity,

McGRAW--HILL Publications are Read Around the World

By thousands and tens of thousands letters from every country of the world pour into the McGRAW-HILL office.

Who are they from? They come from engineers and industrial executives of every nation. They come from the builders, the financiers, the directors of industry, the world's constructive minds, the leaders in its work—the buyers of material and machinery essential to production and progress.

Here are letters from

a machine shop in Belgium
an iron foundry in Spain
a burlap mill in Calcutta
an oil refinery in Roumania
a technical school in China
a construction camp in Java
an industrial library in Brussels
an "American" garage in Brazil
a sugar mill in New Zealand
a diamond mine in Africa
a tin smelter in England
a tannery in Argentina
a dye plant in Germany
a railroad in Egypt
a telephone company in Cuba
an electric lamp works in Italy

and so on, hundreds upon hundreds, from every corner of the globe.

Subscriptions, renewals, editorial contributions and comment, requests for names and manufacturers, technical information—and a myriad other requests—comprise the contents of these letters.

Flowing to the ends of the earth is the tide of influence exerted by McGRAW-HILL publications, carrying to the distant fields of foreign lands the story of American engineering and industrial practice and equipment.

Approximately *eleven thousand copies of McGRAW-HILL publications regularly reach our readers outside of the United States and Canada.

*This figure does not include any part of the circulation of *Ingenieria Internacional*—read by 15,000 engineers and executives in all Spanish-reading countries.



McGRAW--HILL CO., Inc

Tenth Avenue at 36th Street, New York

Chemical & Metallurgical Engineering
Engineering & Mining Journal
Engineering News-Record
Electrical Merchandising
Electric Railway Journal
Ingenieria Internacional
Journal of Electricity
American Machinist
Electrical World
Coal Age
Power

her open-handed ways, her determination to win, all attract labor and it is a fact that there is less real labor trouble in the printing industry of Chicago than in any other center."

Some startling facts are revealed when one investigates the possibilities of individual Chicago plants. One finds here a company that is doing a yearly printing business of $15,000,000. This is to be classed as "advertising printing" since all of it is magazines and catalogs. This same plant turns out 15,000,000 catalogs a year in addition to handling publications having a combined monthly circulation of 4,000,000 copies. Another firm, the value of whose output each year is $12,000,000, employes 2,600 persons and can turn out 150,000 thirteen hundred page catalogs every twenty-four hours.

Chicago plants are known the world over. The names of Rand-McNally Co., R. R. Donnelley & Sons, W. F. Hall Printing Co., Cuneo-Henneberry Co., Manz Engraving Co., and Rogers and Hall Co., being recognized as those of firms with a reputation for quality and quantity. The smaller plants turn out work equal in quality to that of the larger ones and many plants operating but four or five cylinder presses are today filling orders for customers in Vermont, California and any state where Chicago's supremacy is recognized.

One factor which assures the prospective customer of fair treatment at the hands of Chicago printers, is the association of employing printers known as the Franklin-Typothetae of Chicago. This association now has five hundred members and has all but one of the largest plants on its roster. The work of this organization, operating as a branch of the United Typothetae of America, is entirely educational. Its purpose is to make the printer a better business man and so a better and more efficient plant owner. Classes are conducted in salesmanship, estimating, accounting and cost finding. Through the Franklin-Typothetae, which maintains a staff of fifteen at its headquarters, the latest and most efficient methods of conducting a printing plant are given to the owners. The work in cost finding and estimating is necessary to the health of the industry and the fair treatment of the customer since the right price must be charged if the product of the plant is to be kept up to standard.

FROM THE SALES ANGLE

Aside from those readers who wish to investigate the possibilities of Chicago as a printing producing center, there may be those who wish to enter the Chicago market from the sales angle. During the past year the increased use of advertising has caused 60 per cent of Chicago plant owners to add to their equipment. A like condition exists in other cities it is true, but the manufacturer of printing equipment of any kind can find a ready sale for his product in Chicago. Chicago is always ready to try out the new in the hope of improving its general output. It is progressive and it gets what it wants, but more important than all this—it gives the customer what he wants the way he wants it.

Chicago is ready and willing to serve the advertising managers and advertising agencies of America in any way possible, and those who place their orders with Chicago printers can be certain that they will receive the best of workmanship at a fair price. They can be equally certain that once their work is placed with a Chicago plant they will permit no other to handle it from that time on.

Record-smashing November—

The November number of The Delineator closed with more lines of advertising than any of the fifty Novembers in our history

The Delineator

Frederick L. Collins Retires from "McClure's"

Frederick L. Collins, for many years publisher of *McClure's Magazine*, makes the announcement that he has sold all of his interest in that publication and is retiring from the McClure organization. Mr. Collins was the principal owner of *McClure's* prior to the early part of 1920 when he acquired a minority interest in the present corporation formed by Herbert Kaufman and his associates. It is the stock of this corporation that has just been sold.

Mr. Collins is President of the Periodical Publishers' Association of America, director of the National Publishers' Association, and chairman of the Magazine Division of the Associated Advertising Clubs of America.

Robert R. Updegraff Leaves Erickson Co.

Robert R. Updegraff has resigned his position with the Erickson Company, New York, to devote his time to the Displays Company, in which he has become a stockholder, and to special editorial and advertising work.

At a farewell dinner given him at the New York Advertising Club by the executives of the Erickson Company, Mr. Updegraff was presented with a handsome library lamp and a set of Kipling by his co-workers in the agency. Mr. Updegraff is known for his contributions to the *Saturday Evening Post* and to other popular magazines and advertising journals. He is managing editor of the New York "Advertising Club News."

Representatives Club Meeting

W. Frank Therkildson, of N. W. Ayer & Son, and Earl G. Knight, president and general manager of Tel-U-Where, addressed the members of the Representatives Club of New York at a luncheon held at the Hotel McAlpin, Monday. Mr. Therkildson spoke on the marketing of food and on the farmer and Mr. Knight explained the functions of the Tel-U-Where in aiding national advertisers in the distribution of goods.

A report of the finance committee showed that the club's outing was highly successful, and that the treasury was in better condition than it had been in years.

California Advertising-Service Association Is Formed

The advertising agency and the advertising service men and women of the state of California have associated themselves in a new organization to be known as the California Advertising Association, having for its purpose the raising of the standards of advertising ethics and practice through the state Organization was effected at a meeting held in Santa Barbara September 5-7, called by Louis Honig of the Honig-Cooper Company as chairman of the agency department at the Stockton convention. The committee appointed by Mr. Honig to draft a constitution and by-laws for the new association was composed of Samuel P. Johnston of the Johnston-Ayres Company and A. Carman Smith of K. Leroy Hamilton. At the Santa Barbara meeting several fields of activity for the new organization were pointed out and committees named to carry on investigations. They will report at the next semi-annual meeting scheduled for Del Monte in March.

Dinner to Rowe Stewart

Rowe Stewart, newly elected president of the Associated Advertising Club of the World, will be tendered at dinner at the New York Advertising Club on Thursday evening, October 7.

Radoye Tours the Country

Gilbert U. Radoye, director of advertising and sales promotion of the Haynes Automobile Co., together with other officials, is on a tour that will cover every state in the union, in an effort to determine conditions in the auto industry.

Fred Blauvelt with Stanley E. Gunnison

Fred Blauvelt, for a number of years business manager of Cowan Company, has been elected secretary and a member of the board of diretcors of Stanley E. Gunnison, Inc., 30 Church street, New York.

Costain Goes With Curtis Publications —McKenzie Edits "MacLean's"

T. B. Costain, who for some years past has been editor of *MacLean Magazine*, and before that, General Managing Editor of the MacLean publications, has severed his connection with the MacLean Publishing Company, Limited, Toronto, to join the staff of the Curtis Publishing Company. Mr. Costain, who takes up his new work in October, will be associated with the conduct of the *Ladies' Home Journal*.

To fill the place left vacant by Mr. Costain's departure, J. V. McKenzie has been recalled from Glasgow, Scotland, where he has recently been acting as Canadian Trade Commissioner. Before taking this Government commission, Mr. McKenzie was Associate Editor of *MacLean's Magazine*.

*Items for the Socratic space-buyer's notebook**



Taking force away from Dempsey—

Take power—or punch—away from Dempsey and what have you? Just a mere man, like any other man—physically impotent.

The analogy applies equally well to magazines.

The force or power of a magazine is related to its editorial contents only through its readers.

Its readers — the men and women who voluntarily buy it each month—constitute its value to the advertiser.

And the intensity of the "wallop" depends not upon numbers alone but upon buying power and influence and community prestige.

MUNSEY'S

It is said of Socrates that his reason was stronger than his instinct.

Michael P. Grace Dies in London

Michael P. Grace, chairman of the board of diretors of William R. Grace & Co., head of Grace Brothers & Co., of London, died Tuesday morning in London. Mr. Grace was seventy-eight years old.

Michael P. Grace was born in Queenstown, County Cork, Ireland, and at an early age went to Peru, where his father, James Grace, had sought to establish an Irish agricultural colony, and where his elder brother, W. R. Grace, had become a partner in the trading firm of Bryce, Grace & Co.

In 1877 W. R. Grace & Co. was asked by a committee of Peruvian bondholders to attempt a settlement of the Peruvian foreign debt, and for this purpose Mr. Grace was active in the establishment of the Peruvian Corporation, which undertook large projects for the development of Peruvian resources and industries, and for construction of Peruvian railroads. Their negotiations made it necessary to establish a branch house in London, under the name of M. P. Grace & Co., which later became known as Grace Brothers & Co., Ltd. Mr. Grace lived for some years in England and was prominent in the business and social life of London.

Richards to Advertise Lily Cups

The Public Service Cup Company, Brooklyn, N. Y., makers of Lily Cups, has selected the Joseph Richards Company to handle its advertising. Plans for the campaign will be announced at a later date.

Clough Gets New Business

The John L. Clough Advertising Agency of Indianapolis has secured the account of the Cyclone Cleaner, Inc., manufacturers of a new cleaning compound. A campaign in a list of Indiana newspapers has been planned.

For the Indiana Condensed Milk Co., the Clough agency is planning a campaign to introduce Nutro, a new milk compound, and also advertising for Wilson's Evaporated Milk put up by the same company. Nutro will make its debut in Chicago backed by a unique advertising and sales campaign. The evaporated milk will be advertised in newspapers of large cities in the East and Middle West.

Arnold Account With Stroud & Brown

The advertising account of F. R. Arnold & Co., manufacturers of toilet preparations in New York, is now being handled by Stroud & Brown, Inc., of New York.

Ferry-Hanly Has Three New Accounts

The New Orleans office of the Ferry-Hanly Advertising company, has obtained the accounts of the National Fruit Flavor Co., American Coffee Company, and the Conway Company, all of New Orleans.

This office is now issuing orders for the Dunbar Molasses & Syrup Co., to Southern dailies and farm papers, and is making up a list for Dunbar Rice.

Mill Account for Tracy-Parry

Tracy-Parry Co., Philadelphia, has obtained the account of the Esmond Mills, Esmond, R. I.

Gets Prentice-Hall Account

Burnham & Ferris, New York, have secured the advertising account of both the Prentice-Hall Tax Service and Business Information Service. The tax service is an up-to-date report on income tax, while the business information service summarizes articles on business and allied subjects appearing in trade, business and general publications.

Lord Directs Lincoln Motor Sales

Kenneth A. Lord has been appointed sales manager of the Lincoln Motor Company, Detroit, which has just brought out a new and widely advertised car.

Chewing Gum Demand Tripled

The President of the American Chicle Co. says that the people of the United States are spending $100,000,000 a year for chewing gum. The demand has tripled since 1917 and the delighted chewing gum manufacturers thank prohibition.

Last year Americans bought 2,000,000,000 packages of gum. This is 100 sticks for every man, woman and child in the country. If it were spread flat, it would pave a road ten feet wide running from New York to San Francisco.

Torrington Co. Profits Rise

Net operating profits of Torrington Co. and subsidiaries, including Canadian and foreign companies, for the year ended June 30, 1920, before deducting income and excess profits taxes of American and Canadian companies, were $3,807,953, against $2,982,696 in the previous year, including English and South American companies.

A. & P. Sales Increase $40,204,514

Great Atlantic & Pacific Tea Company sales for first six months this year, March 1 to August 28, 1920, totalled $129,480,292, an increase of $40,204,514, compared to same period last year.

Barton, Durstine & Osborn vs. Frank Seaman, Inc.

Pratt Institute Field has seldom seen a faster game than that one played recently between Barton, Durstine & Osborn, advertising agency, and the Frank Seaman Agency Many verbal hits were scored by both sides but baseball finally won out with the score of 6-2 in favor of Barton, Durstine and Osborn.

New Polish Daily Paper

A new daily has entered the Detroit field, the *Polish Daily Tribune* or *Trybuna Cadzienna,* which made its appearance Labor Day. Cass J. Jankowski is president of the company publishing the paper, Frank Barc is managing editor, and John J. Barc, business manager. The *Tribune* has its plant at 960 St. Aubin avenue.

National Safety Council Has Harte

H. B. Harte, formerly of the editorial staff of the Chicago *Daily News,* has been appointed assistant director of publicity of the National Safety Council and associate editor of the *National Safety News,* official publication of the Council.

Hayes with Indianapolis Bureau

William Edward Hayes, connected with several Hearst newspapers in the last eight years, has been appointed to the newly-created position of assistant secretary-manager of the Indianapolis Better Business Bureau.

The Multum en Parvo of Selling Power

When it comes to making a three-inch single-column space yield the maximum returns, or at least carry the largest possible selling load, we find it reasonable to hand the first prize to the writer of the following advertising copy in the Meadville, Mo., *Messinger,* of April 1, 1920:

Would you like to have a Sealy nontuffed mattress like a large pillow; pure new cotton of best quality, and will last thirty years. C. T. Goodale, of Kansas City, bought one four years ago, is as good as the day it was purchased. I have the New Comfort Talking Machine, one of the best. It ranks foremost among the world's inventions. Do you desire a splendid sewing machine? I will accept an old machine as part payment. Would you like a steel mahogany bed and excellent spring—it is nice. Have you seen my new rugs and chairs? I suppose you have forgotten to pay me for those shades you bought August 29, 1919. Would like to put the money in circulation. Any article I sell you is as I recommend. Call at my furniture rooms and ascertain.—E. T. Goodale.

Baber to Leave New York Advertising Club

John F. Baber, manager of the New York Advertising Club for nearly two years, will resign on October 1, to take charge of the Gladstone, N. J., estate of James B. Duke, multi-millionaire tobacco magnate.

Form Huge Food Market in Detroit

John A. Russell, editor of the *Michigan Manufacturer and Financial Record,* David A. Brown, formerly president of the Detroit Aderaft Club, and William B. Wreford, formerly sporting editor of the Detroit *Free Press,* have formed the Detroit Markets Corporation, and have taken over the Arena Gardens, Detroit's largest convention hall, converting it into the biggest foodstuffs market in the middle west.

Republic Truck Holds Sales Convention

Salesmen of the Republic Motor Truck Company held a two-day convention at Alma, Mich., Sept. 13 and 14, to discuss the coming campaign. The part of advertising in the sales work was discussed. A special train brought delegates to Alma from Detroit and Chicago.

Made Agency Vice-President

Joseph Dawson has been made vice-president and sales manager of the Southwestern Advertising Co., Dallas, Texas.

Export Manufacturers to Convene

The Eleventh Annual Convention of the American Manufacturers' Export Association will be held this year at the Waldorf-Astoria Hotel in New York on October 14.

Akron Agency Gets Victor Rubber Account

The Akron Advertising Agency Company is now handling the advertising for the Victor Rubber Company, Springfield, Ohio, makers of Victor Cord, fabric tires and other rubber goods.

Campaign for Em-Var-Co. Varnishes

The Empire Varnish Co., Cleveland, is preparing a campaign to enlarge its sales territory and to secure additional distribution in present territory for Em-Var-Co graining varnishes. It is planned to use various business papers, together with a consumer campaign in newspapers and farm papers. Paul Nemyer & Co., Cleveland, will handle the advertising.

Georgia's Advertising Campaign

The campaign to raise an advertising fund of $300,000 with which to advertise the state of Georgia is being planned for next month. Fred Hamlin, executive secretary of Advertise Georgia Enterprise, Capitol Building, Atlanta, Ga., will be in charge of the work. The advertising, it is expected, will commence in January.

Bruckenstein and Miller in Franklin Company

Maxwell Bruckenstein, for three and one-half years with the New York City Car Advertising Company in the promotion and research departments, has resigned to join B. S. Miller, as partner in the Franklin Company, general ad vertising concern, which is soon to open offices at 309 Fifth Avenue.

Mr. Miller was formerly in the advertising department of the New York *American*, and Mr. Bruckenstein, previous to his connection with the New York City Car Advertising Company, was with the Hearst publications for four years.

Albert Frank vs. Beckwith Agency

In a return baseball game with the team of Albert Frank & Co. played at Palisade, N. J., last Saturday, the nine of the Beckwith Special Agency came out on the top end of a 12 to 10 score.

Mayers Starts Foreign Department

The J. R. Mayers Company, New York, has started a foreign language department under the direction of Edward Carlin. Mr. Carlin was formerly with Frank Seaman, Inc., and more recently counsel to foreign language publications.

Mayglothing With Guenther-Law

Ernest Mayglothing, for fourteen years with Dow, Jones & Co. and for eight years manager of Doremus & Co., has become associated with the advertising agency of Rudolph Guenther-Russell Law, Inc., New York.

Swann With "Textile World Journal"

James C. Swann has been added to the Service Department of *Textile World Journal* as assistant to the manager, Raymond T. O'Connell.

Willis Joins "Sun-Herald"

W. E. Willis, formerly Eastern Manager of the National Advertising Department of the Philadelphia *North American*, New York *American*, and Chicago *Herald*, is now with the National Advertising Department of *The Sun and New York Herald* and *Evening Sun*. Mr. Willis was also, for some years, with the Wanamaker Advertising Department in Philadelphia.

Scogreene Advertising Service Locates

Scogreene Advertising Service, Inc., the formation of which was announced in a recent issue of this magazine, has located at 50 Fourth Avenue. T. D. Scoble, Jr., organizer of the company with R. A. Greene, was formerly advertising manager of the Yale & Towne Manufacturing Company.

New Business With McCutcheon-Gerson

The advertising account of Edson, Keith & Co., large Chicago millinery house, has been placed with McCutcheon-Gerson Service, who will also handle the advertising for the forthcoming Milliners' Fashion Show to be held at the Congress Hotel in October.

McCutcheon-Gerson Service has also been appointed advertising agent for the Fourteenth Annual Dairy Show which is to be held in Chicago from October 7 to 16. A newspaper campaign in the Chicago dailies and small town newspapers has been planned. Copy is going forward. The usual horse show features will be augmented with the first appearance in America of the Olympic Athletes since returning from Antwerp.

Clever Booklet on "Our Competitors"

J. B. Short, sales manager for the Whitehead & Hoag Co., advertising specialty manufacturers of Newark, N. J., is sending to customers a tiny, pink-covered booklet entitled "Our Competitors—What We Have to Say About Them." The little book speaks volumes regarding the company's attitude on this matter. Every page is *blank*.



BUSINESS DISTRICT, KOKOMO

Star Lights on Indiana
A Special Beam on Kokomo

Kokomo, the county seat of Howard county, lies 54 miles north of Indianapolis. As you will gather from this view of the main corner of Kokomo's business district, the automobile industry is a prominent factor in this thriving city.

The Apperson and Haynes cars are practically Kokomo made. these two factories giving employment to several thousand people. The capital invested in Kokomo's various industries is $40,000,000; its yearly pay roll is $15,500,000.

There are two good daily newspapers in Kokomo, yet 510 daily and 1,050 Sunday copies of The Indianapolis Star are read in Kokomo, while in Howard county 728 daily and 1,160 Sunday Stars are read.

It is the progressive, forward-looking men in Kokomo who are Star readers, as in all Indiana cities. Data gathered from 28 cities in a 75-mile radius of Indianapolis show that one out of every five business and professional men read

The Indianapolis Star

Largest Morning and Sunday Circulation in Indiana.

Eastern Representative: Kelly-Smith Co., Marbridge Bldg., New York
Western Representative: John Glass, Peoples Gas Bldg., Chicago

ONE OF THE SHAFFER GROUP OF NEWSPAPERS



Through Troubled Waters

For thirty years Critchfield & Company has charted the business waters and in that time has safely guided some hundreds of successful advertisers between the reefs of advertising and merchandising channels.

Fifteen of our clients have been with us since the founding of their companies; nineteen have been with us since they started advertising; fifteen have been with us for more than twenty years; eighteen from fifteen to twenty years; seven from ten to fifteen years; nineteen from five to ten years; to date five have left us to try another agency, but have returned to us promptly. Certainly an indication that they feel that their advertising and merchandising activities *are in safe hands.*

In that time we have weathered with our clients periods of dire depression as well as normal and abnormal prosperity. And with them have brought the cargo home.

Our experience has been general—our clients comprising manufacturers of almost every known advertisable commodity, from electric cranes to filmy furbelows. Yet in two fields at least we hold a dominant place—the automotive and the agricultural.

A Critchfield plan man will be glad to confer with you, without incurring obligations of any nature—if you will call, phone or write.



CRITCHFIELD AND COMPANY

H. K. BOICE, President

Advertising and Merchandising Agents

CHICAGO NEW YORK DETROIT MINNEAPOLIS



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstitution and tradition and to create the good will of the Foreign buyer.

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

Chicago, the Hub of Transportation, and Its Unrivalled Shipping Facilities

How the Plans of Experts Have Enabled Merchandisers to Take Full Advantage of the "Windy City's" Splendid Location

By J. M. CLEARY
Manager Business Survey, Chicago *Tribune*

A CITY is made by its geographical location. Tyre and Sidon, as Mediterranean transfer points between the civilization of the Tigris-Euphrates basin and that of the Nile valley, Constantinople, as the ferry station through which Asia gained access to Europe and Europe sent its goods to the East, Marseilles, as the port by which the Phoenician and Greek adventurer could tap the wealth of Gaul, Paris, the mud island that offered a river-gate to mediaeval France and marshy London, that stood in the same relation to early Britain, rose by the strength of their locations. Tyre and Sidon fell when the currents of trade headed in new directions and the centers of civilization shifted.

"ALL RAILROADS LEAD TO CHICAGO"

When physiographical conditions change they affect the value of a location, just as the coming of the railroad to the west in pioneer days wiped out the importance of villages five miles away from the new line and made the fortunes of insignificant hamlets nearer by. "But for the Great Ice Age," said a recent advertisement of a map publishing house, "Chicago might have been a village." The ice sheet, sweeping out deep lake basins and river channels, made the site upon which the future Fort Dearborn was to rise a point of high strategic importance as a distributing center in the nation which, centuries later, came into being in North America. The coming of the railroads fixed that importance definitely.

"All roads lead to Rome" is an ancient saying. "All railroads lead to Chicago" is a modern fact.

Chicago's growth is the result of its location, a location which conferred on this city for all time unique advantages as a distributing center. Stragetic location at the focal point of the trade routes has made Chicago the greatest railroad center in the world. Today, thirty-eight railroads have terminals in Chicago. These railroads operate more than 109,000 miles of track, a total which exceeds all the railroad track mileage of England, Ireland, Scotland, Wales, France, Germany, Holland, Sweden and Denmark combined.

It is significant that every railroad that enters Chicago terminates there. No train passes through Chicago; it either begins its journey there or finishes it there.

ELIMINATING SHIPPING WASTE

The problem of utilizing these arteries of traffic radiating from the "Windy City" so as to effect the greatest economy in time and effort for the thousands of shippers from near and far points whose goods travel by way of Chicago, of handling the immense shipments of commodities going out of Chicago's stockyards, mail order houses, manufacturing plants, jobbers' warehouses and retail stores has been a difficult one.

There are many routes by which goods may be shipped from one point to another, and it is natural for every line entering a city to compete for shipment to almost any point, even though it may be forced to ship in a wastefully circuitous route to carry goods to their destination. It is also common for railroads to place freight for many points in one car, necessitating many delays and often causing the unloading of freight at junction points on to sorting platforms to be reloaded in other freight cars.

It is encouraging to note that in the case of Chicago, activities of the Association of Commerce looking to the solution of the shipping problem thus presented have practically eliminated wastes like these.

Today, through the organization by the Association of a package or merchandise car service, 2,500 freight cars leave Chicago daily, each loaded with L. C. L. freight for some one point, each going directly to that point with a minimum of waste time. By means of this service it is possible for Chicago shippers to reach points which are not as far from New York as they are from Chicago in half the time it takes to reach them from New York. Because of this system it has become customary to send goods from considerable distances into Chicago to be shipped out in these merchandise cars, even though the final shipment may then pass through the town from which it originated.

CHICAGO'S INDUSTRIES

This service effected by the Chicago Association of Commerce is supplemented by the publication of a loose leaf service entitled "Ways to Ship." Kept constantly up to date, it shows the shortest, quickest, most economical way to ship from Chicago to every station in the United States. Bulletins warn members of readjustments necessitated by embargoes, strikes, floods, or other events that might cause delays.

Chicago itself furnishes no mean proportion of the commodities shipped out of the city. For example, in the winter season of 1917-18 2,895,846 hogs were packed and distributed by the great stockyards there. The second city in population of the United States and the leading commercial city of the west, its trade in grain, provisions, live stock and lumber is the largest of any city of the world. Ayer's American Newspaper Annual and Directory calls attention to the immensity of its hog and beef killing and packing industries and mentions, as of outstanding importance among its manufactures, its steel ship building, iron, steel, wood, leather, brick, chemical, shoe, cigar and tobacco industries. Incidentally, a hurried counting of Ayer's list shows that Chicago is the home of 545 publications, 36 of which are daily newspapers.

THE SURROUNDING MARKET

Chicago is the focal point of an immediate marketing zone comprising five states. As W. J. Merrill, Western National Advertising Manager of the Chicago *Tribune*, pointed out in his address before the Newspaper Departmental of the Associated Advertising Clubs of the World at Indianapolis, this trade territory has a white population of 16,496,251 people, only 16.4 per cent of the population of the United States but 20.3 per cent of those who earned enough to file income tax returns in 1917. In this zone there are 31,600 retail grocers and 493 wholesale

grocers, 8,938 retail druggists and 40 wholesale druggists, 7,358 retail hardware stores and 180 hardware jobbers—and other wholesale and retail distributors in the same proportion.

Chicago's central location, the railroads which radiate from the city to every corner of the United States and the marvellous organization of these shipping facilities give Chicago jobbers, manufacturers and mail order houses a great advantage. As up-to-date manufacturers in other sections adopt the zone system of merchandising and advertising they find these factors conducive to the economical development of Chicago and its enormous surrounding market.

Critchfield & Co. Holds Annual Outing

The annual outings of Critchfield & Company, advertising agents of Chicago, which were discontinued during the war, have been resumed; the 1920 outing being held Saturday, September 18th at Wing Park, Elgin, Illinois.

The day's program included baseball, field sports for which prizes were given, and in the evening a banquet followed by dancing.

Bert N. Garstin Is Made Business Manager of Louisville "Courier-Journal" and "Times"

Bert N. Garstin, for over two years advertising manager of the Louisville, Ky., *Courier Journal* and *Times*, has been appointed business manager of those two papers by the publisher and owner, Judge Robert W. Bingham.

Mr. Garstin has been active in newspaper advertising for many years, having handled national accounts for the Baltimore *News*, under the advertising managership of Frank D. Webb for a considerable period up to 1915, when he took over the management of the Cumberland, Md., *Press*. Under his direction this paper flourished and forced its competitor, the *News*, into a merger within six months, Mr. Garstin becoming manager of the resulting daily. Among his achievements in the work of "putting Cumberland on the map" was the raising of a $750,000 fund to secure the entire plant of the Kelly-Springfield Tire Company for the town.

He left Cumberland for Louisville in 1918, and in addition to his work as advertising manager he has also been very active in the affairs of the Associated Advertising Clubs of the World and the newspaper department of that organization. He is now a vice-president of the latter organization.

Morency With "Hoard's Dairyman"

Hoard's Dairyman, of Fort Atkinson, Wis., announces the addition of Joseph N. Morency to its staff of advertising representatives.

Mr. Morency was formerly with *Better Farming*, and will represent *Hoard's Dairyman* in the field direct from the office of publication.

Cassell with "American Magazine"

Robert T. Cassell, formerly of the Ferry-Hanly Advertising Company, Kansas City, and later of the Steel Fabricating Company, Chicago, is now a member of the western advertising staff of the *American Magazine*.

Many Publications Cover the Chicago Market

A Wide Field for Selection Is Offered the Merchandiser With Goods to Advertise There

TELLING a man where there is a gold mine won't do him any good unless you tell him how to get there. Assuring manufacturers and merchandisers that the Chicago market is a gold mine for skillful advertisers and sellers won't help unless you show them the way into the market. Here are just a few guiding directions down one of the main highways to the homes and hearts of the dwellers of the Windy City—the one that's paved with publications.

THE FIELD IS COVERED

Big as the Chicago marketing field is, it is covered with an astonishing degree of thoroughness by publications that appeal to almost every interest and hobby that could conceivably make a man or woman a reader of publications. Ayer's American Newspaper Annual and Directory shows that the newspaper field, the general magazine field, the foreign paper field, the trade and technical paper field are all more completely served in the Windy City than in any American city outside of New York. The number of publication readers is, of course, larger than in any other American city outside of New York.

Chicago has about five and a half hundred publications in all, among which are 94 published in other languages than English. Thirty-six are daily newspapers, 12 are general magazines circulating widely over the whole nation, 32 are agricultural journals reaching out into the mid-West farming and stock-raising region, another 47 appeal—in seemingly as many languages and dialects—to the religious-minded, 36 are collegiate, 26 medical, 13 go to the mechanic and engineer and 9 are addresed to negro readers.

Among the leading newspapers which carry the messages of national advertising to Chicago prospects are the *Tribune* (morning and Sunday), the *News* (evening), the *American* (evening), the *Herald and Examiner* (morning and Sunday), the *Post* (evening), and the *Drovers' Journal*, reaching the livestock interests (evening). Among the great dailies serving the foreign language readers are the *Abendpost* (German), the *Jewish Daily Forward*, *Jewish Courier* and *Jewish Press* (Yiddish), *Zgoda* (Polish), *Denni Hlasatel* (Bohemian), *Italia* (Italian) and *Naujienos* (Lithuanian). Ayer's credits Chicago with one rotographic section, that of the Sunday *Tribune*.

AMONG THE MAGAZINES

Turning to the magazine field we meet first with that colorful trio the *Red, Blue* and *Green Book Magazines* and, among the others in that field, the *Illustrated World, Popular Mechanics, Factory* and *Photoplay*. The three women's publications issuing from Chicago are the *Mother's Magazine, Woman's Weekly* and *Woman's World*.

Thirty-two agricultural publications find their homes in Chicago, among those of wide interest being *American Farming*, the *American Fruit Grower, Better Farming*, the *Breeder's Gazette, Prairie Farmer* and the Central Western edition of the *Orange Judd Farmer*. Under the head of "Live Stock" Ayer's gives the Windy City ten publications, including such widely known journals as the *American Swineherd*, the *Breeder's Gazette*, the *Drovers' Journal*.

Class and trade papers reaching the Chicago field first and then going out beyond its boundaries—over the whole country in many cases—form an immense proportion of the number of publications that find homes in the central metropolis. Practically all the classifications in Ayer's from "Advertising" to "Wool," show some representative in Chicago. Among the classes heavily represented there are collegiate publications, 36; educational, 13; labor, 15; groceries and general merchandising, 7; financial and banking, 12; mechanical and engineering, 13; contracting, 5; medical, 26; milling, 9; and negro, 9, including the *Pullman Porter's Review*.

SOME OF THE CLASS PAPERS

Among some of the well-known class and trade papers associated with Chicago are *Power Plant Engineer, Popular Mechanics, National Engineer* and the *Illustrated World*, in the engineering field; the *American Lumberman* and *Hardwood Record*, in the lumber field; the *National Grocer* and *Modern Gro-*

The Saturday Blade and Chicago Ledger

Bought to Read When 85 per cent of a great circulation is in single copy sales, year in, year out, the only assumption must be that the papers are bought to read. People do not pay out even small change, week after week, for papers they do not intend to read. 25,000 agents in small towns and villages sell the papers for cash. Their coming is an event, and their steady customers have been won on merit.

Where Wealth Is And these papers circulate in the field where the big producing classes live. In the gap between the big cities and the farms lies a huge middle ground where is found a majority of the country's population. They are home owners, merchants, doctors, bankers, teachers, skilled mechanics—the kind of people who constitute the primary market for reliable trade-marked, advertised goods.

Good Will These papers have won a place in their reader's hearts because their work has been constructive. For 32 years they have labored to produce public sentiment against every form of vice and in favor of every clean, constructive ideal. They have won the real good will and affection of approximately 4,000,000 regular readers.

The advertiser can make capital of this 32 years of service.

Proof of Results When not only the large space advertising but even the small copy produces sales—then responsiveness is finally proved. A recent small space advertisement in the Saturday Blade and Chicago Ledger produced over 7,000 inquiries and made over 4,000 actual sales. And the cost per inquiry was 4.2 cents as compared with an average of 6.3 cents for all of 13 publications used. A present large advertiser has used $20,000 worth of space yearly for nine years. The returns each year have proven better than those of the preceding year. Ask for other result-reports.

Advertising Rate $3.00 per line

LONE SCOUT

Published by the Founder of the Scout Movement in America.

W. D. Boyce introduced the Boy Scout movement in America. When it took on the character of a city rather than a country organization, he organized the Lone Scouts of America for small town and country boys. It has developed in its members a love of hardy outdoor life, sports, and occupations, and is considered by them the greatest movement ever started for their benefit.

The LONE SCOUT directs and supports their organization. It is essentially their own paper, and is largely made up of contributions from them. And these ambitious, hardy, money-earning boys are buyers of things they want—from gasoline motors to pocket flashlights. The field is left open to LONE SCOUT advertisers—and the paper has proved a wonderful result producer.

Have you and your advertising agents analyzed your proposition thoroughly? Has your analysis taken into consideration the influence of the boy on the family? Have you ever considered this new angle? Are you reaping the big rewards it is possible to obtain through this new appeal? It will be well for you to look into this. Many great concerns have realized these possibilities and are becoming greater because of it.

A combined appeal to the boy and his parent constitutes as nearly perfect an appeal as human ingenuity can devise.

One hundred thousand copies a week—Advertising rate, 60 cents a line.

W. D. BOYCE COMPANY, *Publisher*

500-514 North Dearborn Street - - CHICAGO
205 Metropolitan Tower - - - NEW YORK

Also Publisher Indiana Daily Times, Indianapolis

cer, in the grocery field; the *National Banker* and *Banker's Monthly* among the financial magazines; *Factory* in the industrial field and *System* among the business magazines; the *Apparel Gazette,* in the clothing field; *Motor Age* and the *American Garage and Auto Dealer,* in the automobile field; the *American Builder* in the building field; and the *Inland Printer,* in the printing field. The great inland port even has one export journal, the *International Trade Developer.*

These publications cover the Chicago market. Most of the last-named classes go far outside of that market, though they have, in many cases, their strongest following there. Taken together, they offer a broad highway to that market or, to present the figure more accurately, a multitude of highways down some selected few of which the manufacturer and merchandiser can send his advertising message with assurance that it will reach the prospect and exert its full selling power upon him.

A. B. C. Directors at Toronto Meeting Make Important Decisions

The regular monthly meeting of the Board of Directors of the Audit Bureau of Circulations was held at the King Edward Hotel, Toronto, on Friday, September 17.

This departure from the routine of holding meetings of the Directors in New York and Chicago was made as a compliment to the Canadian membership of the Bureau, and was so successful that it was decided to hold a meeting in Canada at least once a year in the future.

There were present at the meeting L. B. Jones, president, Eastman Kodak Co., Rochester, N. Y.; W. Laughlin, vice-president, Armour & Co., Chicago; Henry W. Scott, Montgomery, Ward & Co., Chicago; E. R. Shaw, *Power Plant Engineering,* Chicago; Thomas H. Beck, Crowell Publishing Company, New York; B. H. Bramble, Canadian Chewing Gum Company, Toronto; Mason Britton, McGraw-Hill Company, New York; F. R. Davis, General Electric Company, Schenectady, N. Y.; O. C. Harn, National Lead Company, New York; Paul V. Troup, Lord & Thomas, Chicago; Stanley Clague, managing director, E. W. Chandler, chief auditor; A. R. Petterson, assistant chief auditor.

Among the matters considered, most of which were of executive character, was the inauguration of the rule covering the classification of gift subscriptions. In the past, this rule read, "Single subscriptions paid for by other than the recipient, used as gifts, shall be classed as individual mail subscriptions, with explanation in paragraph 28 of existence of such subscriptions."

RULING ON GIFT SUBSCRIPTIONS

The postoffice department's phraseology in regard to gift subscriptions covers the spirit of this class of circulation more completely than the Bureau's rule, and it was decided to change this rule to read as follows: "Single subscriptions paid for by other than the recipient, used as gifts, and *not to promote the interests of the donor,* shall be classed as individual mail subscriptions, with explanation in paragraph 28 of the existence of such subscriptions."

With the December 31, 1920, statements of farm papers and periodicals, the answer to the question regarding distribution of circulation according to population will become mandatory. Consideration was given to the question of making the requirements for answering this question as simple and inexpensive as possible. The matter was placed in the hands of a committee with power to act.

RENEWAL RESOLUTONS RESCINDED

The subject of requiring an answer to the question regarding renewals has been in discussion for the past six months. At the March meeting, it was decided to make answer to this question mandatory beginning with the statements for the period ending December 31, 1920. So much opposition was aroused that at the June meeting it was decided that application of the rule be deferred for six months. The opposition to the rule on the part of publishers having since that time been emphasized, while on the other hand, there being no demand on the part of Class A (advertiser) membership for its enforcement, it was unanimously decided at the Toronto meeting to rescind the previous resolution regarding renewals, and that publishers should be notified of this rule immediately.

Communication was read from Harry Doorly, business manager of the *World-Herald,* Omaha, Nebr., urging not only the elimination of all circulation in arrears, but suggesting that all dead-head and service copies be eliminated from the publishers' statements and audit reports on the ground that every newspaper has a certain amount of dead-head and service circulation, a part of which never circulates, and stating that in Mr. Doorly's opinion, it was unfair that the advertiser should be required to pay on the basis of free circulation. The directors decided that it was in the interest of all concerned that the entire distribution be shown in the reports of the Bureau and that as the advertiser and agent give main consideration to the net paid portion of the reports and use their judgment as to the value of any distribution outside paid circulation. No action, therefore, was taken.

A recommendation was made to the Board that hereafter no publication be admitted to membership in the Bureau until after it had been one year in existence. After careful consideration, it was decided to take no action on this recommendation, but allow the present rule to prevail.

Requests from three business publications for exemption from answering the question showing occupational statistics were considered by the Board, but it was decided that these publications could answer the question, and no exceptions were made.

MUST INDICATE CLUB SUBSCRIPTIONS

In the present magazine, farm paper, and business paper statement forms, the percentage of subscriptions secured through the use of premiums, canvassers, other publishers, and subscription agencies are shown. No percentage has been required in answer to the question in paragraph 22 (d) which reads: "Were subscriptions obtained from club raisers paid by rewards other than cash?" It was decided that hereafter the percentage of subscriptions received from such club raisers should be shown in both the publishers' statement and the audit reports.

In the evening, a dinner was given by the Directors to the Canadian Advisory Board. This Board is as follows: William L. Lydiatt, publisher, *Marketing,* Toronto; A. D. Gridland, Canadian Kodak Company, of Toronto; J. J. Gibbons, advertising Agent, Toronto; William Findlay, *The Globe,* Toronto; W. McCurdy, Manitoba *Free Press,* Winnipeg; I. Simmonds, Continental Publishing Co., Toronto; G. F. Chipman, *Grain Growers' Guide,* Winnipeg; W. G. Steward, Goodyear Tire & Rubber Company, Toronto.

William Findlay of the Toronto *Globe,* as chairman of the Canadian Advisory Board, extended to the Board of Directors a welcome to Canada. He called attention to the fact that over 90 per cent of all newspapers in Canada with a circulation of over 3,000 were members of the Audit Bureau of Circulations, and that the magazines, farm papers, and business papers of Canada were equally well represented in this great American Association, for who there was not even an imaginary boundary line existing. Mr. Jones responded on behalf of the Board of Directors.

The meeting finally developed into a "round table" discussion of the problems of Canadian advertisers and publishers. At the close of the evening, the Advisory Board unanimously requested the Directors to repeat their visit to Canada as early as possible.

Preparing A. B. P. Convention

The Associated Business Papers, Inc., has appointed the following general committee to have charge of the convention to be held at the Hotel Astor, New York, October 20 to 22:

F. M. Feiker, McGraw-Hill Co., New York, chairman; Aglar Cook, *Electrical Record,* New York; David Beecroft, Class Journal Co., New York; E. H. Ahrens, A. W. Shaw Co., New York, and E. E. Haight, *Motor Age,* Chicago.

The National Conference of Business Papers Editors will meet conjointly with the publishers The conference has appointed H. C. Parmelee, editor of *Chemical & Metallurgical Engineering,* New York, as chairman of its committee on arrangements.

Canada's Trade Gains Again

Canada's trade for August last totaled $238,085,668, against $202,000,000 for August, 1919. Imports totaled $124,318,000, which is $83,000,000 more than August, 1919. Exports totaled $113,767,000. Exports of wood pulp and paper totaled $32,000,000 an increase of $11,000,000.

A TYPOGRAPHICAL SERVICE FOR BUSINESS MEN

GOOD-LOOKING printed matter is the Bundscho specialty. He helps business men with all their literature in which appearance is important—advertisements, announcements, circulars, catalogues, folders, booklets, inserts. He gives the things you send out that touch of good taste and good judgment which goes far toward obtaining an open reception for your message and creating the impression you want to make. He will be glad to take up your printing problems with you, working out your own ideas in type, or his, as you wish. He has a plant especially well equipped for fine work, centrally located within the loop. He will send a representative upon request; or you can take up preliminaries with him personally by telephone.

J. M. BUNDSCHO, *Advertising Typographer*
Garland Building, Washington at Wabash, Chicago
Telephone Randolph 7293



Davis Made Packard Export Advertising Head

Packard Motors Export Corporation, New York, has announced the appointment of Paul D. Davis as advertising manager. Mr. Davis has been export advertising manager of the Firestone Tire & Rubber Co. for the last two years. He succeeds William Carl Chapman whose appointment to the managership of the division of export advertising just organized by Hare's Motors, Inc., was announced in this magazine.

Donald Douglas in Europe

Donald Douglas, director of advertising and sales for Perry, Dame & Co., the Standard Mail Order House of America, New York, is now touring Italy. He will remain in Europe for several months.

Brown, "Purchasing Agent" Advertising Manager

George A. Brown, Philadelphia Manager of *The Purchasing Agent* has been appointed advertising manager of that publication.

Before his affiliation with *The Purchasing Agent* a year ago Mr. Brown was for several years assistant advertising manager of the Religious Press Association, Philadelphia. He has assumed new duties and is residing in New York.

Will Market a New Ink

W. A. Sheaffer Pen Company, Fort Madison, Iowa, has started the manufacture of a new writing fluid, to be known as "Skrip," which, it is said, does not contain the ingredients of an ink, and is water-proof and fade-proof on paper.

Announcement

THE Geiger-Jones Company, at present and for many years owners of Today's Housewife, announce the purchase of the controlling interest of The Arthur H.Crist Company, a printing and publishing institution located at Cooperstown, N. Y. This gives Today's Housewife as a permanent home one of the most complete printing plants in the East—containing modern fast black and white and color magazine presses; job presses; binding machines; batteries of linotypes and monotypes and all necessary equipment.

This equipment and the organization behind it is capable of printing, binding and mailing every month two and a half million magazines of as large as 800 lines to the page, in addition to job work, etc. It is housed in a modern concrete, fireproof building containing more than forty thousand feet of floor space.

The land, buildings and physical equipment at Cooperstown have been recently appraised by the Coats & Burchard Company, of New York, in excess of seven hundred thousand dollars. In addition to Today's Housewife, twenty-three magazines are now being printed under contract by The Arthur H. Crist Company.

H. M. GEIGER, *President*
THE GEIGER-JONES CO.

G. A. McCLELLAN, *President*
THE GEIGER-CRIST CO. THE ARTHUR H. CRIST CO.

Merchants Advertise Their Street

The retail merchants along 125th St., New York, have united in a movement to popularize their thoroughfare as a shopping district, and are now using space in New York newspapers to advertise 125th Street Week to be held September 27 to October 2.

Cohn Gives Advertising Course

Ernest Cohn, secretary of the Homer McKee Company, Inc., Indianapolis, has been selected to take charge of the night classes in advertising and marketing in the new School of Commerce and Finance of Indiana University. Mr. Cohn is a past president of the Advertising Club of Indianapolis.

Herbert Hungerford Leaves "Boys' Magazine"

Herbert Hungerford has resigned as editor of the *Boys' Magazine*, published at Smethport, Pa., to devote all his time to the editing of the *American News Trade Journal*, organ of the American News Company, New York. Mr. Hungerford was associated with *Boys' Magazine* for five years.

M. Luckiesh Awarded Medal

M. Luckiesh, director of the Nela Research Laboratory, and foremost authority who has been writing the series of articles on "Color" for Advertising & Selling, has been awarded the Edward Longstreth Medal of Merit and Certificate by the Franklin Institute of the State of Pennsylvania. Mr. Luckiesh's paper was on "The Visability of Airplanes," and presented the results of a study of the conditions which affected the visibility of airplanes when viewed against different backgrounds.

Reading Iron Promotes Elvidge

H. D. Elvidge, assistant to the advertising manager of the Reading Iron Company, has been appointed assistant advertising manager of the company.

Mr. Elvidge was a second lieutenant in the Marine Corps during the war, and following his discharge, after two years of service, he became assistant to the advertising manager of the Traylor Engineering & Manufacturing Co. of Allentown, Pa. From this position he resigned to join the Reading Iron Co.

Coca-Cola to Erect $1,000,000 Plant

One of the largest soft-drink plants in the world, to cost $1,000,000, is to be built in Chicago by the Coca-Cola Co. as a result of its recent purchase of the block bounded by Crawford and Karlov avenues, Fillmore street and the Baltimore & Ohio Chicago Terminal Railroad. Work will be started at once on a $750,000 building.

To Erect $4,000,000 Skyscraper

Plans are now being prepared by the Standard Oil Company of California for the erection of a twenty-story office building, to cost in the neighborhood of $4,000,000.

Mesco Sales Gain 18 Per Cent

The Manhattan Electrical Supply Co., Inc., reports an increase of $780,557, or 18 per cent, increase in gross sales for the first eight months of 1920 as compared with the corresponding period of 1919. Sales in 1920 were $5,121,533; in 1919, $4,340,776.

Binghamton Starts Advertising Club

About twenty men and women actively engaged in the business of creating, buying and selling advertising have organized the Binghamton, N. Y., Ad Club. The Club proposes to meet weekly for luncheon and a program at the Binghamton Chamber of Commerce. The organization is a section of the Merchants and Advertisers' Association.

The officers for the coming year are: President, Miss Nellie M. Griggs, advertising manager Fowler's Department Store; vice president, Lawrence Chubbuck, advertising department *Binghamton Press;* Secretary, Carleton A. Cleveland, Wylie B. Jones Advertising Agency; treasurer, Charles S. Walsh, advertising department, *Morning Sun.*

Interesting Program for Sphinx Club

President R. F. R. Huntsman, of the Sphinx Club has announced a very interesting program which his club will enjoy during the coming season. Beginning with a "Philadelphia Night," on November 9, a "Chicago Night" will follow in January, then a "Boston Night," an "Anniversary Night," when the club celebrates its twenty-fifth anniversary; and the famous "Ladies' Night" will close the season on April 12.

S. M. Goldberg Moves

S. M. Goldberg, publishers' representative, has moved from 303 Fifth Ave., New York, to 56 West 45th Street, New York.

Buffalo "Telegram" Started

The Buffalo *Telegram,* Buffalo, N. Y., has been incorporated with a capital of 5,000 shares preferred stock, $10 each; 10,000 common shares, no par value, and active capital, $100,000. N. A. J. Urbanski, S. N. Borowiak, and F. Andrzejewski of Buffalo are the organizers.

Army Sells Twenty Ships in Day

The transportation service, Office of the Quartermaster General of the Army, announced on September 17 the sale of twenty vessels during one day through the office of the army transport service, Hoboken. The amount realized on these vessels was nearly a quarter of a million dollars.

Increase Sales 136 Per Cent

Sales of the Sewell Cushion Wheel Co., Detroit, for the first six months of this year exceeded $1,000,000, while sales for the same period in 1919 slightly exceeded $424,000. Business, therefore, for the first half year of 1920 is 136 per cent greater than the same period a year ago.

Penney Sales Increase $1,123,696

J. C. Penney Company reported sales for the month of August were $3,405,502, an increase of $1,123,696 over the sales for August, 1919, and for the eight months ended August 31, $22,533,659, an increase of $6,992,070 over the sales for the corresponding period last year.

Piggly Wiggly Runs 302 Stores

Piggly Wiggly Stores reported sales for August totaled $3,148,065. On September 1 the company had 302 stores in operation, an increase of seven over the previous month.

J. L. Brooks Joins Allen Agency

John Lewis Brooks, for the past five years with the Hollis Press, where he has had the active management of *The International Tailor,* and the designing of booklets for tailors and clothing manufacturers, is now a member of the staff of the Allen Advertising Agency, New York.

Doran Publishes "Educational Review"

"The Educational Review" which has been under the personal direction of Dr. Nicholas Murray Butler since its inception in 1887, has been taken over by the George H. Doran Company, and the September issue is the initial number under the new publishers.

The magazine, according to the farewell editorial of Dr. Butler, was launched with the aim of establishing in America the scientific study of education upon a sound philosophical basis; for raising the intellectual standard of the teaching profession, as well as for giving to its members a unity of thought and purpose; and for separating the administration of the nation's schools from the influence of personal and partisan politics.

Lord Beaverbrook Guest

A dinner was given Tuesday night at the Ritz-Carlton by Otto H. Kahn and Paul Cravath to Lord Beaverbrook, the British financier and owner of the London *Daily Express.* The invited guests were:

Ambassador John W. Davis, James S. Alexander, Bernard M. Baruch, A. C. Bedford, Arthur Brisbane, Dr. Herbert Bruce, C. C. Burlingham, C. A. Coffin, E. M. Cravath, Herbert Croly, James W. Gerard, Fabian Franklin, E. G. Grace, Edwin Francis Gay, Jerome J. Hanauer, William Averell Harriman, Col. George Harvey, Charles Hayden, Charles D. Hilles, Francis L. Hine, Herbert S. Houston, Darwin P. Kingsley, Alvin W. Krech, Isaac Walton Killam, Russell C. Leffingwell, R. S. Lovett, J. W. T. Mason, Eugene Meyer, Jr., Charles R. Miller, Dwight W. Morrow, Frank A. Munsey, Adolph S. Ochs, J. Leonard Replogle, W. C. Reick, P. A. Rockefeller, George Rublee, M. L. Schiff, President Jacob Gould Schurman, Dr. Albert Shaw, Henry L. Stoddard, Col. William Boyce Thompson, Gen. Guy E. Tripp, George W. Wickersham, Henry Rogers Winthrop, E. R. Wood, Adolph Zukor and President Nicholas Murray Butler.



WILLIAM E. SEIP

"Bill" Seip, as his many friends call him, was with Mr. Hearst's Boston American when he joined my Organization ten years ago.

"Bill" is the second best story teller in the country, and is as human as George M. Cohan.

I am very pleased with his long association with our Organization.

Lee Block

The Scranton Republican

Scranton has a population of 137,783. In this big city, there is only one morning newspaper, THE SCRANTON REPUBLICAN.

Wise advertisers know that they cannot cover Scranton without the REPUBLICAN. It is delivered into practically every home of standing and purchasing power in and around Scranton by its own carriers and agents.

It is the oldest newspaper in Scranton and the Press, and its prestige and age carry influence with its readers that is of great benefit to its readers.

In Scranton, it is THE REPUBLICAN.

Serial Adv. No. 17

Business—Advertising—?

Business minus its advertising is like a sailboat without a wind. It drifts with the current. This fact is indisputable, yet some men have cut their advertising. Some reductions have been wise—others have been made to effect a saving that will show a balance on the right side of the ledger. When a business demands this action to make money, then a radical change in conduct is needed. No advertising cost is great enough to be the difference between making money and bankruptcy. But the advertising **itself** often is.

With conditions as they are today, after having recently passed through periods when advertising met successfully new

and difficult problems, why is it that advertising is not viewed in the same way that other departments in business are?

The October and November issues of PHOTOPLAY MAGAZINE are the two largest issues in its publishing history. More business is on its books for 1921 than had been set for the mark for 1920.

If you believe in futures and want to build good will and sell your merchandise to more than half a million ready prospects today—then

PHOTOPLAY

Belongs on your list

Bamberger Uses Christy Drawings

L. Bamberger & Co., Newark, N. J., department store, has started to use full page space in the New York Sunday *Times* and in local newspapers, featuring autumn styles in dominating poster drawings by prominent artists. The first advertisement was executed by Howard Chandler Christy. It is said to be the first piece of commercial work that Christy has ever done, and incidentally the first crayon drawing that he has made since the Liberty Loan campaign. An advertisement created by Neysa McMein will be used next.

Edgerton Castle Dead

Edgerton Castle, English newspaper director and author, died in London on September 17. He was 62 years old.

Mr. Castle was chairman of the company publishing the Liverpool *Mercury*, and since its amalgamation with the *Daily Post*, had been a director of the Liverpool *Daily Post* and *Mercury*, and the *Echo*. He was a prolific writer of novels and plays, and was an expert swordsman.

Grace & Co. Extend Property

Additional ground permitting the extension of the new building, already largely outgrown by its owners, has been acquired by the exporting firm of W. R. Grace & Co. in New York through the lease for sixty-three years of 96-100 Pearl street, comprising three four and five story buildings on a plot of 4,200 square feet. Through this transaction and the purchase of 94 Pearl street, W. R. Grace & Co. now own, in connection with the block front on the southerly side of Old Slip, an unbroken Pearl street frontage of 210 feet. Total new transactions bringing the Grace holdings to their present size are said to have aggregated $3,000,000.

Mailing Catalogues to Paraguay

American manufacturers are requested not to send commercial catalogues and other publications to Paraguay by parcels post, since the American consulate in Asuncion is required to pay a heavy tax on each package thus received. Moreover, considerable time is involved in effecting the withdrawal of such parcels from the post office. Consul Balch suggests, therefore, that all publications be sent as ordinary or registered mail.

To Aid Trade With Switzerland

One of the results of the visit of the Swiss mission to the United States in the fall of 1919, has been the formation of an organization designed to facilitate trade with the United States, and more especially to push the sale of Swiss products in America. A committee has been organized in Switzerland with headquarters at No. 8 Laupenstrasse, Berne, which will cooperate with a similar committee of Swiss business men in America with headquarters in New York, with the likelihood of establishing a branch office in Montreal later. It is the aim of the organization to furnish Swiss exporters and American buyers with all information that may be of assistance in furthering trade development.

Prominent Export Firm Incorporates

With a capitalization of $1,000,000, all cash, Antony Gibbs & Co., 61 Broadway, New York, has been incorporated under the name of Antony Gibbs Co., Inc. The firm was established in New York in 1912 as a branch of Antony Gibbs & Sons of London, founded in 1808, by the man whose name it bears after he had been in business for himself since 1778. The connection of the company with the Bank of England has been close for many years, and one of the directors of the American corporation is Lord Cullen of Ashbourne, late Governor of the Bank of England. In addition to Lord Cullen, the directors of the corporation are: James M. Beck, Louis B. Chandler, Herbert C. Gibbs, Seward Prosser and Mather M. Richardson. Mr. Chandler is president, Mr. Richardson, vice-president and treasurer, and the secretary is D. F. Cawley.

"Scientific American's" Seventy-fifth Birthday

Next Saturday, with its October 2 issue, the *Scientific American* will commemorate its seventy-fifth anniversary.

Braun Gives Up Vienna Paper

Marcus Braun, who two months ago acquired the capital stock of the Vienna Hungarian *News*, has forced the cancellation of the deal, stating that a majority of the editorial staff were Bolshevist refugees from Budapest who, according to the present Austrian press law, cannot be discharged nor can the course of the paper be changed without the consent of the editorial staff.

Braun will return to America shortly.

Doubly Effective



is the advertising campaign in the Boy-Field, not only in immediate results but in future good will that insures tomorrow's market.

Boyhood recollections are the ones remembered best. The sound commercial importance of this fact is being successfully applied by a growing number of national advertisers. One cereal manufacturer is building his entire campaign on the boy-appeal, whereby he is effectively reaching the whole family as never before.

THE BOYS' WORLD is not only the one NATIONAL WEEKLY in its field—insuring to your sales message a timeliness and frequency provided by no other boys' paper—but puts at your service half the entire circulation in the boy-field. The limit of space available in several of our fall issues has already been reached.

THE BOYS' WORLD

David C. Cook Publishing Co., Elgin, Ill.

WESLEY E. FARMILOE, Advertising Manager

Edward P. Boyce, 95 Madison Ave., New York
Chas. H. Shattuck, People's Gas Building, Chicago
Sam Dennis, Globe-Democrat Building, St. Louis

COOK'S WEEKLY TRIO: A MILLION BOYS AND GIRLS

THE BOYS' WORLD THE GIRLS' COMPANION YOUNG PEOPLE'S WEEKLY

U. S. Leads in Exports to Argentina

Despite the impression that when other nations emerged from the war they would cause a marked slump in our foreign trade, Buenos Ayres reports that the United States has passed from third place to first place among the nations from which Argentina buys goods, according to figures from 1910 to 1919, which have just been completed and made public by the Minister of Finance.

In 1910 imports to Argentina from the United States were valued at $52,196,366, while in 1919 they amounted to $232,868,392. The increase in value was 346 per cent, although the actual increase in goods received from the United States was only 80 per cent.

In 1910 the leading nations exporting to Argentina, in the order named, were Great Britain, Germany and the United States. In 1919 they were the United States, Great Britain and Brazil. The United States took the lead from Great Britain in 1916 and has since maintained it.

Increased Buying Strengthens Market

The pendulum has swung back again. Trade reports late this week indicated that steadily increasing buying together with generous effort on the part of producers to meet jobbers part way in price adjustments for new business have put the market on a firmer basis. While the buying is said to be more conservative than last season, there has been a decided improvement over the dull days of last month. The most evident and gratifying sign of better times is found in the increased volume of business in retail establishments showing autumn lines.

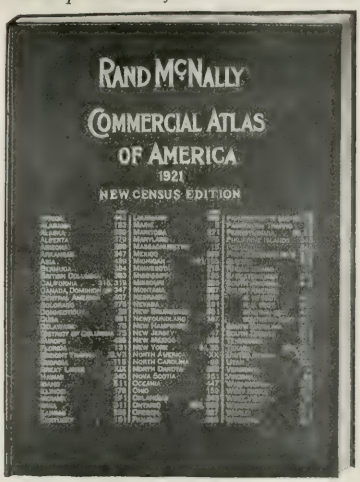
Much interest is manifested in the efforts of manufacturers to establish a firm opening basis for spring goods. As an example of what is going on quietly in wholesale markets to reach price agreements and stabilized production, business men are pointing to the recent lowering of quotations on overalls by a large Southern manufacturer. This manufacturer's announcements to jobbers say that prices for spring are based on denim at 31 cents a yard, declared to be under the present price of production and the nominal open market quotation. The company says that the price reduction is made to establish a low basis with the hope of renewing confidence among buyers who may be waiting for lower prices before placing orders.

The Square D. Count

Replies received by the Square D Company in answer to their recent questionnaire, on their advertising policy, the story of which was told in an article "Can Safety Be Taught by a Positive Appeal" signed by A. H. Bronson in the September 4 issue of Advertising & Selling, were mailed to O. H. Caldwell, editor of *Electrical Merchandising*, personally, not to the service department of the McGraw-Hill Company, Inc. as Mr. Bronson's article indicated, according to a statement made to Advertising & Selling by the Square D Company on September 16. The ballots were counted by Mr. Caldwell as an individual, the McGraw-Hill Company having nothing to do with them.

The Recognized Authority

Used in all departments of the U. S. Government



Every business man should have the RAND McNALLY COMMERCIAL ATLAS OF AMERICA

1921 New Census Edition

The RAND McNALLY Commercial Atlas of America is honestly revised each year. More than 70,000 changes are made annually in the maps and indexes! Every page is put under the microscope and every change is carefully checked.

The revisions for the 1921 edition are particularly noteworthy because they embrace all of the changes revealed in the latest Federal Census. We believe it is obvious that your old atlas, dependable as it was, cannot be entirely relied upon now.

Every business man should place his order now for this new atlas. The edition is limited. Only so many will be printed. Once they are gone it will be impossible to purchase this Atlas—*anywhere!*

The RAND McNALLY Commercial Atlas of America shows every detail of commercial value on the American continent. Individual maps of States, Canadian Provinces, South American countries, Mexico, the Philippines, etc. Continental maps of the World.

540 pages. 250 pages of index, listing nearly 200,000 cities and towns. Nearly 300 maps in all. 96 double-page maps, size 21 x 28 inches, showing: Counties, Congressional Townships, Cities, Towns, Villages, Railroads, Electric Lines, Steamship Routes, Canals, Rivers, Lakes, Mountains.

Also Special Maps as follows: Ocean Traffic Map of the World; Commercial Map of U. S., in three sections (scale 60 miles to one inch); New Black and White Mileage Maps, showing rail mileage between towns; Map of Great Lakes and vicinity, showing Navigation Routes, Connecting Railroads, Principal Ports; Industrial Map of U. S., showing relative importance and distribution of products.

Save $5.00 by ordering now

The price of the 1921 New Census Edition of the RAND McNALLY Commercial Atlas of America will be $35 net. Orders will be accepted prior to December 31, 1920, at the pre-publication price of $30 net, transportation prepaid. SOLD DIRECT ONLY.

RAND McNALLY & COMPANY

Map Headquarters

536 S. CLARK ST. CHICAGO

42 E. 22ND ST. NEW YORK

Write to us on your letterhead for large Commercial Atlas Circular with sample map

Advertising Specialty Manufacturers' Convention To Be Greatest Yet

Reservations indicate that the Seventeenth Annual Convention of the National Association of Advertising Specialty Manufacturers, to be held at the Hotel Sherman, Chicago, September 27-30, will be the largest the association has ever held. The program is practically completed, and acceptances have been received from Major-General Leonard Wood and other prominent speakers.

The Exhibits of Advertising Novelties and Calenders will open at the Hotel Sherman on Monday morning, September 27. At 1:30 P. M. the first session of the convention will be called to order by President C. R. Frederickson, president of the American Art Works, Coshocton, Ohio. W. Frank McClure, chairman of the National Advertising Commission of the Associated Advertising Clubs of the World, will welcome the Advertising Specialty men, and J. Lewis Coath, of the Manz Engraving Company, will respond for them. Following the president's annual address, Samuel O. Dunn, editor of *Railway Age*, will talk on "Industry and Transportation—What We May Expect." After reports of officers and committees, the session will close with a memorial to Miss Elizabeth White, who for over five years was secretary of the association, and who died on May 16 of this year after an illness of several months.

ASSOCATION MAY ADVERTISE

On Tuesday morning the exhibits command attention again, and in the afternoon the second session starts with an address by K. H. Beuret, credit manager of the Gerlach-Barklow Company of Joliet, Ill., entitled "Facing the Future with Credits and Collections." Phil Grau, business manager of the Milwaukee Association of Commerce, will next talk on "Making the Association Pay Dividends," and an executive of Critchfield & Co. is scheduled to follow Mr. Grau with a paper on "Association Advertising and Its Results." The speaker will tell of the accomplishments of other co-operative advertising campaigns, and the National Association of Specialty Manufacturers then plans to consider the starting of such a campaign with the new year.

J. B. Short, sales manager of the Whitehead & Hoag Co., and chairman of the Publicity Committee, will file a report for his committee and will make recommendations for the coming year.

George C. Hirst, vice-president of the Osborn Company, is to begin the session on Wednesday afternoon with a discussion on "Production Problems in 1921." C. R. Stevenson, of the Stevenson Corporation, will show in his paper "Getting Results from Uniform Methods," other associations have accomplished by uniform cross accounting systems, and George R. Meyercord will close the afternoon with the subject of "Buying Credit Insurance."

SALES CONFERENCE A FEATURE

Thursday's session, given over to a sales conference, will be attended by sales managers and executives of the Calendar and Advertising Specialty houses throughout the United States and Canada. Reed Wilkin, sales manager of the American Art Works, heads the program with the subject, "The Undesirable Salesman." He will be followed by E. N. Ferdon, vice-president of Brown & Bigelow, on the question of "Should Our Commission Contracts with Salesmen Be Changed to Conform with Varying Prices and Conditions?"

Among several other important addresses on the program at this important sales conference is one by Philo D. Clark, president of the Kenyon Company, Inc., Des Moines, Iowa, who will explain "The Value of Sales Conferences and Salesmen's Prizes."

The Seventeenth Annual Banquet will be held on Wednesday evening at 6:30 P. M. Major General Leonard Wood, commanding the Central Department of the United States Army, and Harry H. Merrick, president of the Great Lakes Trust Company of Chicago, will be the guests and speakers of the evening. General Wood will talk on "The America of the Future," and Mr. Merrick, on "The Need of the Hour in American Business."

A great number of reservations have already come in for this banquet, and it is anticipated that the Banquet Hall will be crowded to the very limits.

American Multigraph Sales Company Organizes District Advertising Departments

The American Multigraph Sales Co. of Cleveland has inaugurated a plan which provides for the establishment of eight district advertising departments—seven in the United States and one in Canada—with a district advertising manager in each district.

By these means when the program is complete the advertising department of the company will have eight representatives or assistants in the field, will be better able to cooperate with its sales organizations, have better supervision of all advertising activities and the solution of the local advertising problem.

Each district advertising manager will have a certain number of division and branch offices which he will serve in an advertising capacity. These will have his personal attention in proportion to their requirements.

It is too early yet to list all the work which will ultimately be preformed by these district advertising managers, as much of it will develope as the plan gets into full operation, the company states, but the following are believed to be some of the things which the managers will do:

Supervise the handling of all advertising inquiries.

Organize and conduct direct-mail campaigns for Division and Branch Offices.

Supervise and check all newspaper advertising.

Supervise and handle the details of all Shows and Exhibits.

Work with the Salesmen for their better education in direct-mail advertising and assist them in the development of sales where direct-mail advertising is the governing factor in the sale.

Keep in touch, both personally and through the Field, with the attitude of the public toward advertising and pass along information which will serve as a guide in the preparation of advertising.

Secure for the Advertising Department information and data to be used in connection with the preparation of advertising and sales stories.

Handle the distribution and showings of company motion pictures.

Give talks before advertising clubs, associations and similar organizations.

H. A. Harris, late of the Campbell-Ewald Co., New York advertising agency, and formerly advertising manager of the Pathe-Freres Phonograph Co., Brooklyn, has been selected as District Advertising Manager for District No. 1, the headquarters of which is in New York City. The other offices comprising the District will be: Brooklyn, Newark, Albany, Hartford, Worcester, Boston, Rochester and Syracuse.

In company with Advertising Manager Tim Thrift, Mr. Harris visited all the offices in his district and got into the details of the new work.

Other Districts will be organized later, after the plan has had experimental operation for a few months. It is intended, however, to have the entire District Advertising Department organization perfected and in operation inside of a year.

Mrs. Augusta Lewis Troup Dead

Mrs. Augusta Lewis Troup, printer, newspaper and magazine writer, died in New Haven, Conn., last week a victim of a heat stroke suffered a year ago.

Mrs. Troup, who was born in New York, worked as a printer on the New York *World* following the Civil War, and when Dickens visited America she set up a number of his lectures and readings.

She founded the first woman's typographical union and forced its recognition by the International Typographical Union after a fight in which she was assisted by Susan B. Anthony and Elizabeth Cady Stanton.

In 1872 she wed Alexander Troup, founder of the New Haven *Union*, who died some years ago. Five of the seven children survive. Philip Troup is postmaster of New Haven, and Alexander Troup is publisher of the New Haven *Union*.

Packard Sales Biggest Yet

The Packard Motor Car Company, Detroit, and its subsidiaries in the fiscal year ended August 31 last, made sales totaling $62,597,240, the largest in the history of the company. Net earnings before Federal tax were $10,044,952.

Fuller Gets Medicine Account

The advertising account of Booth's Hyomeit Co., Ithaca, N. Y., manufacturers of proprietary medicines, has been secured by the Charles H. Fuller Co. of Chicago.

A. B. C. Meeting in Chicago October 14-15 Celebrates Sixth Anniversary---A. A. of A. A. in Joint Reception

The sixth anniversary of the foundation of the Audit Bureau of Circulations, and the seventh annual convention, will be held in the Hotel La Salle, Chicago, on October 14 and 15.

The first day will be devoted to divisional meetings, called to order at 2 p. m., in various rooms which will be assigned in the hotel. The convention will open at 10 a. m. October 15, in the Red Room of the hotel.

The annual convention of the American Association of Advertising Agencies will be held in the Hotel La Salle during the same week as the convention of the Audit Bureau of Circulations, and on Friday night, October 15, the Audit Bureau of Circulations and the American Association of Advertising Agencies will hold a joint reception and banquet. This dinner will be the occasion of the inauguration of the movement for a greater American Merchant Marine. Admiral Benson and other famous speakers from Washington will be in attendance.

The election of officers will take place on Friday afternoon at 2 o'clock.

The present members of the Board of Directors whose terms expire at this meeting, and who will be reappointed or whose successors will be named, are:

Advertisers — O. C. Harn, National Lead Company, New York, N. Y.; George W. Cushing, Hudson Motor Car Company, Detroit, Mich.; L. L. King, Goodyear Tire & Rubber Co., Akron, Ohio; Henry W. Schott, Montgomery Ward & Co., Chicago, Ill.; George S. Fowler, Colgate & Company, New York, N. Y.; H. Strong Smith, Bauer & Black, Chicago, Ill. *Advertising Agent*—P. V. Troup, Lord & Thomas, Chicago, Ill.; *Newspaper*—A. G. Lincoln, St. Louis *Post-Dispatch*, St. Louis, Mo. *Magazine*—Thos. H. Beck, The Crowell Publishing Co., New York, N. Y. *Farm Papers*—Marco Morrow, The Capper Publications, Topeka, Kans. *Business Publications*—Mason Britton, The McGraw-Hill Company, Inc., New York, N. Y.

Stanley Clague, managing director of the A. B. C., in announcing the convention says:

"We urge your attendance in person at this convention; but if this is imposible, please designate on the enclosed proxy form the person in whose judgment you rely to cast your vote in determining the important issues to be presented.

Heretofore it has been the practice to insert in the proxies the names of the Directors representing the various divisions.

We have not inserted the names this year, but for your information if you desire a Director in your division to represent you, they are:

Advertisers—L. B. Jones, president; W. Laughlin, vice-president.

Newspapers—W. A. Strong, A. G. Lincoln.

Agricultural Publications — Marco Morrow, W. A. Whitney.

Advertising Agents—A. W. Erickson, Paul V. Troup.

Magazines—S. R. Latshaw, Thos. H. Beck.

Business Publications—E. R. Shaw, Mason Britton.

In this connection may we suggest that as your membership in the Bureau is becoming increasingly valuable, you give this matter of representation at the convention most careful consideration?

Further literature concerning the details of the convention will reach you later, but this matter of representation should have your early attention.

No proxies will be recorded after the opening of the convention at 10 a. m., Friday, October 15. These should reach the offices of the Bureau before October 14."

Hubbell Advertises Accountants' Services

Main & Co., of New York and Pittsburg, public accountants and systematizers, will conduct an extensive advertising campaign, including newspapers in several eastern states. The Knowles-Main Appraisal Bureau of Pittsburg is also to advertise its services as industrial and commercial appraisers. The advertising of both companies will be directed by the House of Hubbell, Cleveland.

Announcing

CHICAGO'S NEW MORNING NEWSPAPER

On Monday morning, October 11th, the first issue of The Journal of Commerce, a complete newspaper, will come off the press.

The Journal of Commerce will fill the long established need of every business man. It will specialize in and cover completely all Financial, Commercial and Business News of the day.

The special wire service of The Journal of Commerce will embrace every security and commodity market known to the business world.

Philadelphia Public Ledger News Service

FINANCIAL

Sir George Paish, former editor *London Statist*, weekly review of world finance.

B. C. Forbes, editor *Forbes Magazine*, exclusive article twice a week.

Clinton B. Evans, foremost Chicago economist, daily review of western business.

Richard Spillane, daily "Men and Business."

Daily Wall street review and gossip, finance by cable from all world markets, special crop and business reports daily.

FOREIGN

Colonel House, weekly letter of foreign and domestic business and political news.

Twenty-eight American correspondents located in all the important centers of the world will give the Journal of Commerce exclusive service by cable.

These include such famous writers as Carl W. Ackerman, Seymour Beach Conger, Wythe Williams and B. W. Fleisher. Mr. Fleisher will furnish news of the Far East from many correspondents in six offices in Oriental Cities.

DOMESTIC

William Howard Taft will contribute his letters, so powerful in guiding public thought along sane and constructive lines. Frederick William Wile and a corps of correspondents will furnish daily news of diplomacy, politics, finance and all events of national importance. Gilbert Seldes, weekly letter of news and comment on theatres; William H. Rocap's report of all important sporting events.

In addition to this, through its wire service, all of the important news of the day will be featured.

Reaching concentrated quality circulation among readers who represent most powerful purchasing power, the Journal of Commerce is conceded to be an effective advertising medium. If you wish to reach in a direct way responsive circulation, include this newspaper in your Fall list.

The Chicago Journal of Commerce obtains its news from independent sources through its special New York bureau and is in no way connected with the New York Journal of Commerce.

A complete file of this newspaper will be a valued business asset. Subscribe now to this Daily Business Digest. By carrier in downtown district; elsewhere by mail. On all news stands. Subscription price $12.00 per year —$1.00 per month—5c. a copy.

ANDREW M. LAWRENCE
Editor and Publisher

GLENN GRISWOLD
Business Manager

The Journal of Commerce

108 South La Salle Street, Chicago

EXPORT ADVERTISING and SELLING

A Department of Foreign Trade Extension Service
Under the Direction of
CYRIL H. TRIBE

Selling to the Japanese Millions

The Methods and Mediums by Which American Advertisers May Approach a Wonderfully Rich and Wholly Receptive Market

By FREDERIC DE GARIS

IN Japan, with an actual and a potential market for many classes of foreign goods among its 60,000,000 people, a fair estimate gives about 12,000,000 buyers today for one kind or another of these goods, and it is good business for the manufacturer to apply the same alert methods in Japan as in the United States to hold these buyers and to educate as many as possible of the remaining 48,000,000 to desire his wares.

The general principles of the advertising and publicity campaigns so successful in the United States can also be employed in Japan, with certain modifications and reservations necessary to conform to the life, traditions, and customs of a highly sensitive and humorously inclined people.

At least one instance of such a modification and of "wrong" advertising can be given here of the manufacturer who spent a substantial sum in advertising "Men and Women's Safety Razors." His spread was run in some of the largest local papers and he said his razors were used by American women for ball room toilet work. He wondered why his razors did not sell. After puzzling over his problem he submitted it to a Tokyo advertising agency and was told that in Japan not one woman out of 100,000 would ever have occasion to use such an article. They don't wear that kind of clothes. He was also told that to advertise razors for such a use was a mystery to the women and, because of the inferior position that women occupy in Japan, the mere fact that he had stressed their use for "women" had killed his sales to men. He was advised to drop the female part and is now doing a big business selling his razors to men.

Notwithstanding the H. C. L., the steady industrial growth of Japan has provided a buying power which is stronger today than ever before. In every industry and calling wages have risen, and among a people naturally frugal, but with a desire for the comforts which their money will now bring, the market for foreign goods grows with this buying power. To be sure, in a country where food, clothing, and shelter are so different from the same elements in the United States this growth is very slow, but the determined businessman can make it grow in many lines as did the chewing gum manufacturer who has made a market for a product utterly unknown to the Japanese a few years ago; and a product, too, which in its use completely annuls the Japanese aversion to chewing in public. The movie appears to be the one thing which appeals to the brotherhood of man: it certainly flourishes in Japan.

JAPAN A WEALTHY MARKET

The first step of the conservative manufacturer of a line of merchandise or novelties who desires to cater to the Japanese consumer should be to ascertain to a reasonable certainty whether his product would be likely to be used in Japan or could be adapted to Japanese use, and he should enlist the services of some of the bureaus connected with English periodicals or magazines published in Japan who make it their business to furnish such information. Perhaps the best medium is the Service Bureau of the *Trans-Pacific Magazine*, Tokyo, which makes this a special feature of its business, and is qualified to give unbiased expert advice right on the ground.

The next step of the wise manufacturer who has decided to enter the field as a permanent business proposition and not as an experiment is to submit his particular matter to one of the few foreign advertising agencies who actually conduct their business in Japan. There are many long-established, reliable Japanese advertising agencies conducted by Japanese of standing, but it is assumed that, with the facilities now available, the American manufacturer would be inclined to favor concerns who could quickly grasp his underlying ideas and furnish him with "I get you" suggestions.

Most of the foreign business that gets into the vernacular press is placed by a few agencies.

These agencies are well-organized and equipped to serve their clients in Japanese advertising in all its branches. Expert foreign and Japanese advertising men supervise the preparation and distribution of price lists, illustrated catalogues, booklets, pamphlets, and business literature in the vernacular. They plan, design, and carry out all kinds of advertising and operate publicity campaigns, and have special arrangements with all the leading newspapers, magazines and trade publications by which the lowest rates are secured for their clients.

Assuming that the Pacific breezes are favorable and that the lure of the Orient has called and charmed him, and that the manufacturer determines to strike out for this field, his next step will be to see that his patents, trade marks, designs, etc., are most carefully registered and protected by actual filings under the Japanese laws; all of which the advertising agencies would look af-

Chicago—The Central Printing Market



One of the largest and most completely equipped printing plants in the United States

Rogers & Hall Company

Catalog and Publication Printers

Artists · *Engravers* · *Electrotypers*

Specialists in the art of Catalog and Publication Printing for more than thirty years!

A Printer Is as Good as His Equipment *Plus* His Organization

Our Equipment includes the latest and most efficient time-saving machinery—Linotypes, Monotypes, Color and Rotary Presses, Type-casting Machines, and complete facilities for Binding and Mailing.

Our Organization is composed of men and women who are experts in their work, and who are intelligent enough to realize that your interests are as important as their pocketbooks. That guarantees Quality!

Our Plant is in operation day and night 12 months a year—constantly turning out work for firms all over the United States. That guarantees Delivery!

Our up-to-date labor-saving facilities and the efficiency of our management enable us to take advantage of every possible turn of the market and figure closely on materials. That guarantees a Fair Price!

Thus, we are right on **Quality, Delivery** and **Price!**

In addition, we offer you every possible help in obtaining catalog compilers, advertising assistance, editors, copy writers and everything else necessary to the promotion, preparation, printing and mailing of your publication.

Rogers & Hall Company

Catalog and Publication Printers

Polk and La Salle Streets, Chicago

Telephone Wabash 3381

ter. This especial subject will not be dwelt upon here as so much has been published on this line in prior issues of Advertising & Selling.

Then, with the foundation well laid and with a reliable and efficient sales force on the ground well supplied with his product, the manufacturer who has progressed along these practical lines will probably make a success of his venture.

subtleties of languages

As to advertising copy, the subtleties of both the English and Japanese languages provide the best laid traps ever devised to catch the inexperienced and demand that the fur of the animal must be stroked absolutely true or the "critter" will surely spring back and bite one and turn a well-planned campaign into a thing of merriment—which may or may not accrue to its success.

This is another reason why it seems best, if possible, in every foreign country to employ agencies conducted by the nationals of the country of the advertiser, so that the shades of the language can be accurately translated.

To show what can be done in this vital matter without half trying, it is only necessary to give a few examples of honestly intended and honest-to-goodness signs that are displayed before some of the shops, and important shops at that, illustrating what can be done to innocent and long-complaining copy.

Today, in Tokyo and Yokohama, there are signs which declare that "Ladies Can Have Fits Upstairs"; that Mr. Yamamoto has a "Lace and Baby Shop"; that a large grocery store is the "Corporation Society of Vegetables, Eggs, Fruits, Goods, etc."; that a shop selling fishing tackle has "Everything for the Fish"; that Mr. Uno is "Tailor for Ladies Under Clothes"; and a man who sells electric fixtures is sure he is an "Electrical Conductor." These are only a few of the unnumbered ones noticed. Some of the tradesmen's circulars are a riot of real screams in comparison with the above.

the advertising mediums

As to mediums, the big dailies are of course the best for national advertising. There are four or five papers which are really national; some covering big business thoroughly, some news specialists, some political. Two Osaka papers each claiming 800,000 circulation, have bona fide average circulations through the year of over half a million. One Tokyo paper has the same. These are popular progressive papers. The *Jiji*, with smaller circulation, is read by a better class. The *Chugai* is the leading business paper among financiers, stock brokers, and substantial business men.

One of the greatest difficulties is to secure authentic, verified, and audited statements regarding the newspapers' circulation, as an aid to determine their quality and character. They generally rest contentedly on the mere claim that they are the largest and best, and so it must remain, and the advertising agencies will have to make their own estimates until they and the native advertisers and publishers cooperate in an association, as in other countries, for the purpose of auditing and verifying beyond doubt, the claims of the newspapers and magazines.

The English papers are: *Gazette*, Yokohama; *Advertiser*, *Times* and *Mail*, Tokyo; *Chronicle* and *Herald*, Kobe; *Press*, Nagasaki. The *Gazette*, *Times* and *Mail*, *Herald* and *Press* are purely local. The *Advertiser* and *Chronicle* are the only two of general circulation. The former's claim that it has a circulation equal to all of the others combined, still remains undisputed. Among the magazines and periodicals published in English, one, Zumoto's *Herald of Asia*, edited, as will be noted, by a Japanese, is widely read. The leading English magazines are the *Trans-Pacific*, a commercial, financial, and economic magazine; the *Japan Magazine*, *World Salesman*, and *Eastern Commerce*.

There are probably less than 10,000 foreigners in Japan who would be reached by the English papers, but in addition to the foreigners these papers are read by many Japanese familiar with English, or who read them to improve their English.

The Official Gazette, issued by the Department of Finance, carries advertising and is an excellent medium for big business, as it goes to all big business men, lawyers, contractors, etc., and is kept on file.

A glance around any book store reveals an amazing number of native magazines—like cherry blossoms in the Spring—but there are few of really national circulation. Osaka *Punch* and Tokyo *Punch* are notable exceptions. The greater number of magazines are "fad" organs, which fanatics of all breeds everywhere somehow contrive to launch on a shoestring basis. Many are along the lines of the old pamphleteers. For some things they offer good advertising mediums, but by no means the same as the American or English magazines do in their countries.

choosing mediums

In an interview on the magazine medium, Roderick O. Matheson, of the Pioneer Advertising Agency, said, as a case in point, that a big machinery importer came to them expecting to use the machinery and electrical magazines in his campaign, but they advised against their use, because the heads of all big concerns in Japan go to American,

MILLIONS OF NEW BUYERS

The war which impoverished much of the world brought undreamed of wealth to

Japan, America's Nearest Neighbor on the Left

and has opened wider the door of opportunity for America's live exporters.

Last year Japan spent $414,048,810 for American goods and this year will spend more than that if the advantages of American products over those of Europe in price, quality and certainty of shipment are made known to the Japanese importers.

Advertisers will secure this expanding trade.

The most effective advertising is that directed on the spot by those who know the way to present convincing arguments in the Japanese language, who know the advertising mediums and the various "kinks" connected with the securing of rates, position and first consideration from the Japanese publishers. That is the business of the

Pioneer Advertising Agency

an American-Japanese company whose specialty is adapting proved American methods of publicity to Far Eastern conditions.

Connections with leading American agencies wanted.

address The PIONEER ADVERTISING AGENCY

6 NAKABASHI HIROKOJI, KYOBASHI-KU, TOKYO, JAPAN

The 6th Anniversary and Seventh Convention of the A·B·C·

(AUDIT BUREAU OF CIRCULATIONS)

will be held at the

Hotel La Salle Chicago

October 14th & 15th

NINETEEN·TWENTY

Departmental meetings will open at 2 P. M. Thursday afternoon, October 14th. The business session begins promptly at 10 o'clock Friday morning, October 15th. Election of officers Friday afternoon at 2 o'clock.

A Reception and Banquet under the auspices of the A. B. C. and the A. A. A. A. will be given in the Ballroom of the Hotel LaSalle, Friday night at 7 P. M., and will be the occasion for the formal inauguration of the national movement for the permanent American Merchant Marine.

AUDIT BUREAU OF CIRCULATIONS

202 S. STATE STREET

Chicago, Ill.

British, French and German technical magazines for their information, and all graduated engineers read English and use English practically altogether for technical terms, especially when written, as the equivalents in Japanese necessitate unusual combinations of Chinese characters that are not always definite in meaning. Further, that to reach all possible buyers through advertising in the foreign technical publications would be impracticable and too expensive; so, when advertising certain lines whose purchasing circles were restricted and specialized, their practice is to have carefully prepared definite information printed in pamphlet form for mailing, with prices listed, which they send out through their own mailing lists, with a covering letter in Japanese, to show that it is a Japanese advertising campaign, and the letters are addressed in Japanese, a most important item, for the reason that while the engineers can read English, the Post-office people cannot, as every foreign house knows to its cost in undelivered and delayed mail. The engineers read the daily papers, of course, but the rates of such mediums would be based on big general circulation and consequently out of all proportion to the few desired to be reached.

Poster advertising is extensive around such new manufacturing cities as Osaka, but it is generally frowned upon by the authorities and is not as effective as in countries where there is not the inherent love of the beautiful in nature that is universal among the Japanese. Street car advertising is good, and the Japanese are going in more and more for electrical signs.

The entirely new attitude of Japanese labor is bound to have a favorable effect on American goods and products. For the first time labor unionism in its primitive form recently thrust its wedge into the commercial structure and higher wages was the only force that removed it. This epochal demonstration was typical of the family and clan relations between master and man. In Japan, the father is the head of the family, and the employer is the guiding star of the men, and both heads are highly respected. In the case of this "strike" the men reported for work and then quietly and silently stood in front of their respective machines. What master in Japan could long resist such an appeal to his sympathies? More recently a large strike in the Government steel mills, at Yawata, took on some of the savage phases of large strikes in other countries, and as an indication that the Government recognizes that the old order has passed and that provision is being made for future trouble, it is significant that the present budget carries an appropriation for a much enlarged police force. The general trend of shorter hours and higher wages provide labor with undreamed of money. On the other hand, the employer is installing automatic machinery to reduce the cost of production by hand labor—and the United States can meet the wants of both employer and employee.

Apropos of this, an American machinery man, on one of his semi-annual trips, recently said that during the past few years Japan has increased her manufacture of small machinery so that she is practically independent. For heavy and specialized machinery it is different. For this line, Japan has no facilities for manufacture, and at present is a good customer of America and Europe.

Those who desire to advertise their lines in Japan and who want to look into the matter further cannot get a better idea of the advertising situation than is contained in "Advertising American Goods in Japan," by Alfonso Johnson, now Trade Commissioner of Japan for the U. S. Government. This bulletin (No. F E-51) is printed for distribution by the U. S. Bureau of Domestic & Foreign Commerce, Washington, D. C., and in about six months the same Bureau will distribute the result of the exhaustive survey and investigation of the advertising situation in Japan just completed by J. W. Sanger, Special Agent of the United States Department of Commerce, who is in the Orient to report on the advertising possibilities for American manufacturers; doing here what he so successfully did recently in South America.

For the information of those who for any reason may want to know who, among the Japanese advertising agencies, are the most reliable, the following can be named: Nippon Dempo Tsushin-Sha, Teikoku Tsushin-Sha, Keika-Sha, Kohodo, Shojiki-Sha, Kokoku-Sha, all of Tokyo; Mannen-Sha, Osaka; Shinko-Sha (street car advertising), Tokyo; Ukita Soden-Sha (electric sign advertising), Tokyo.

Ford Reduces Prices to Pre-War Level

Announcing it as a step toward "restoration of business to normal conditions," Henry Ford this week made effective price reductions on all Ford products ranging from 14 to 31 per cent and bringing prices down to pre-war levels. In a statement accompanying the announcement he declared that present business conditions demand that "some practical effort be made to bring economic conditions back to normal," that the progress, prosperity and contentment of our people may be restored."

PAPER

The Manufacturer's Journal

GOES into every paper and pulp mill in this country and Canada. It is read by the big production men in these mills and saved by them for future reference. It is the standard authority devoted to the subject of paper making and is recognized as such throughout the world.

PAPER is read by men who recommend and buy millions of dollars worth of equipment. They use this publication as their textbook. If you have a product that can be used by this industry let us tell you how PAPER can sell it for you.

PAPER, 471 Fourth Ave., N. Y.

A HIGH-CLASS TECHNICAL MONTHLY published in the central west has opening for a first-class advertisng solicitor for eastern territory with New York City headquarters. A man acquainted with the electric and machinery trade preferred—must be a young man with a reputation of selling space to high class firms. Address Box No. 280, care ADVERTISING & SELLING.

POSTAGE

The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.

POSTAGE · 18 East 18th St., New York City

We specialize in house to house distributing of

Advertising Literature and Advertising Samples

We solicit your account.

JAMES T. CASSIDY

206 No. Front St., PHILADELPHIA, PA.

Write for our paper "FACTS."

"GIBBONS KNOWS CANADA"

MONTREAL TORONTO WINNIPEG

Advertisers Favor Dull-Times Prevention Fund

Advertising Commission on Record for a Reserve by Which Allied Interests May Bring About Continuous, Normal Demand

MORE THAN forty men of national prominence in advertising attended the meeting of the National Advertising Commission held in the Union League Club of Chicago on September 21, discussed current advertising conditions and participated freely in debates which led to several important Commission decisions. W. Frank McClure presided.

Among the acts of the Commission which will attract attention was its expression of approval of a suggestion made by Roy G. Owens, vice president of the Lakewood Engineering Company, Cleveland, that in prosperous times manufacturers create a fund to be devoted to advertising in periods of business depression and that the funds so created should not be subject to taxation. This suggestion was reported to the meeting by Homer J. Buckley, chairman of the Legislative Committee. The committee was authorized to communicate with Mr. Owens, commend him for his proposal and pledge the support of the Commission in efforts to put it widely into effect.

TRAVELLING EXHIBIT STARTS SOON

The committee was also directed to make a study of conditions with a view to putting itself in a position to take a stand either in favor of or against any national publicity bill that might come up for enactment by Congress.

Members of the Associated Advertising Clubs of the World will be gratified to know that the long projected travelling exhibit is at last about to be organized. Its first presentation, the Commission was told, will be made at the next meeting. Exhibits included will represent the Agricultural Publishers, the American Directory Publishers, Daily Newspaper Department, Direct Mail Department, Graphic Arts, Advertising Specialty Manufacturers, Employing Lithographers, Outdoor Advertisers, Periodical Publishers, Poster Advertisers and Screen Advertisers. The exhibit will be started on its itinerary accompanied by a lecture covering its salient points to be read by some club official at every city in which the exhibit is shown.

Charles Henry Mackintosh, chairman of the National Exhibit Committee, reported to the Commission that David Webb, president of the Atlanta Advertising Club, had made arrangements to house the exhibit for the 1921 convention in the auditorium in which the convention sessions will be held and in Taft Hall to the right of the auditorium. The arrangement of the exhibit in ten straight 60-foot lines and of the space in Taft Hall will give about 1,400 feet. The charge of $2.50 a running foot made at Indianapolis will obtain at Atlanta. Mr. Mackintosh said that he believed the Atlanta exhibit would be particularly convenient of access to the delegates, who would have more opportunity to visit it than if it were in another building than that in which the convention meets. It is anticipated that foreign countries may be represented in the Atlanta exhibit. To make it possible to include their exhibits though they may not bear the entire cost of production and placing, the Commission, at the suggestion of the Exhibit Committee, has agreed to meet any deficit not to exceed $500.

EDUCATIONAL ACTIVITIES

The Educational Committee of the National Commission, composed of the same personnel as the Exhibit Committee, reported that fifty-one replies received from questionnaires sent out to seventy of the leading education institutions of America regarding the teaching of advertising indicated a great lack of uniformity in the courses and the methods of conducting them. The committee was authorized to pursue the subject further and send analyses of the replies to the educators who made them, asking for verification and comment on the conclusions arrived at.

Great interest was shown in the report of Herbert S. Houston, chairman of the Publication Committee, announcing that he had succeeded in getting Prof. Paul T. Cherrington's acquiescence to the plan to produce a book on the "Economics of Advertising." The Commission adopted Mr. Houston's suggestion that a committee consisting of one member from each department be appointed to aid in collecting material for the book. The aim of this work will be to establish clearly and completely the beneficial effects and the power of the advertising force in the economic world.

Prompted by the remarks of Reuben H. Donnelley on the deleterious effect of the high cost of paper upon the cost of advertising, the Commission authorized the appointment of a committee to prepare data on the relation between the cost of paper and the cost of advertising and to report at the next meeting. This will be held in the early part of January. The arguments of Charles F. Hatfield of the Community Advertising Department led to the selection of St. Louis as the place for it.

GUESTS AT LUNCHEON

The entire attendance of the Commission meeting and some 300 others, including the members of the Chicago Women's Advertising Club, were guests of the Advertising Council of the Chicago Association of Commerce at a luncheon at the La Salle Hotel.

Addresses were made by Rowe Stewart, president of the Associated Advertising Clubs of the World; John Sullivan, secretary of the Association of National Advertisers, and E. Allen Frost, of the Poster Advertising Association. Mr. McClure, chairman of the Commission, presided.

Schaeffer Addresses Engineering Advertisers

"The Management and Organization of an Ideal Advertising Department" was the subject discussed at the September 14 meeting of the Engineering Advertisers' Association of Chicago at which time G. R. Schaeffer, advertising manager of Marshall Field & Co., told of the large efficient department he has in charge. Mr Schaeffer explained how the various departments and bureaus coordinate their work to meet plans approved by the general advertising department.

At its October meeting the Engineering Advertisers' Association will discuss market analyses and sources of advertising data.

"Western Plumber" a Newcomer

Western Plumber is the latest trade journal launched by the Stamm Publishing Company of San Francisco. This new publication aims to cover the plumbing field of the Pacific Coast and Rocky Mountain states.

New General Manager for Imperial Brass

William A. Leonard, until recently associated with Belding Brothers & Company, Chicago, as organization and sales promotion manager, has been elected vice-president and general manager of the Imperial Brass Manufacturing Company of Chicago.

Legibility of Colors

The following list gives the order of legibility for various combinations of colored printing and colored paper—the distance from the eye, the size and form of type and other factors being the same in each case. Note that ordinary black and white occupies fifth place.

1. Black letters on yellow paper.
2. Green letters on white paper.
3. Blue letters on white paper.
4. White letters on blue paper.
5. Black letters on white paper.
6. Yellow letters on black paper.
7. White letters on red paper.
8. White letters on green paper.
9. White letters on black paper.
10. Red letters on yellow paper.

—*From the Edison Sales Builder.*

What the War Did

The debts of the world now reach a total of $265,000,000,000, compared with $44,000,000,000 at the beginning of the war. Interest charges are $9,000,000,000 a year as against $1,750,000,000 before the war, and the average per capita debt is $150 as against $27 in 1913.

Comparative Payments for "Luxuries"

As figured by the Secretary of the Treasury, American expenditures for so-called luxuries, during the past year, were approximately as follows:

Chewing gum	$50,000,000
Candy	1,000,000,000
Cigarettes	800,000,000
Soft drinks, including ice cream and soda	350,000,000
Perfumery and cosmetics	750,000,000
Cigars	510,000,000
Tobacco and snuff	800,000,000
Furs	300,000,000
Carpets and luxurious clothing	1,500,000,000
Automobiles and parts	2,000,000,000
Toilet soaps	400,000,000
Pianos, organs and phonographs	250,000,000

Thanks! Mr. Sammis

Associated Advertising Clubs
110 West 40th St.,
New York, Sept. 15, 1920

Editor:

I want to compliment you upon your enterprise in running an Export Advertising and Selling department in your excellent paper.

I believe it will be a splendid thing for American manufacturers, and I trust that the reflex will compensate you adequately.

With best wishes,

Very truly yours,
(Signed) Walter Sammis,
Editor, *Associated Advertising.*

In view of the very marked rise of *Associated Advertising*, during the able editorship of Mr. Sammis, the foregoing, is, indeed, a compliment, for which we take this opportunity to tender our thanks to the generous giver.

Certified Circulations

Some Mediums in Several Classes Whose Audits are Made by the

AUDIT BUREAU OF CIRCULATION

CLASS TRADE AND TECHNICAL

AERIAL AGE WEEKLY, New York
The National Technical, Engineering, and Trade Authority of the aeronautic industry. The foremost aeronautical magazine in America in point of quality, circulation, and authoritative editorial contents.

THE AMERICAN ARCHITECT, Member A. B. P. Inc. New York
The weekly business newspaper of the architectural profession subscribed to at $10.00 per year by practically every worthwhile architect. Published every week since 1876.

AMERICAN EXPORTER, New York
The world's largest export journal. Carries 1,400 continuous advertisers. Circulates every month through English, Spanish, Portuguese and French editions among leading firms abroad that buy American manufactured goods. Member Associated Business Papers, Inc.

THE ARCHITECTURAL RECORD, New York
National professional monthly established 1891. Average net paid circulation exceeds 9,500. Member Associated Business Papers, Inc.

AUTOMOTIVE INDUSTRIES, New York
The only journal dealing with engineering and industrial problems in the third largest industry. Published weekly. Subscribed to by manufacturers, engineers and other industrial officials, allied industries, foreign manufacturers, etc. Net paid circulation 8,519. Member Associated Business Papers, Inc.

BAKERS WEEKLY, New York City
Leading paper in the baking industry. Member A. B. C. and Associated Business Papers, Inc.

BOOT AND SHOE RECORDER, Boston
"The Great National Shoe Weekly." The indispensable advisor on shoe styles and shoe merchandising of the best-rated retail shoe merchants in this country. Circulation 10,000 copies weekly. First choice of the advertiser of shoes, leathers or shoe-store goods. Member Associated Business Papers, Inc.

BUILDING AGE, New York
Established 1879. Published monthly. Subscribed to by the men who do the building construction of the country. Circulation almost exclusively among those who purchase materials as well as tools.

THE DRY GOODS ECONOMIST, New York
The Dry Goods Economist, a national dry goods weekly for retailers and jobbers, is the accepted authority of the dry goods trade. Eight issues of each year are World Wide numbers with over three thousand added foreign circulation. Type page 8¼x12¼. Published Saturdays—forms close Wednesday preceding. Member of the Associated Business Papers, Inc. The Dry Goods Economist, 231 West 39th Street, New York City.

EXPORT AMER. INDUSTRIES, New York
Monthly English, French, Spanish and Portuguese editions reaching foreign business men interested in the United States as a source of supply for their industrial and mercantile requirements. Official International Organ of the Nat. Assn. of Mfrs. 60,000 circulation guaranteed.

THE GAS RECORD, Chicago
Semi-Monthly. Edited by practical gas men. Reaches builders and operators of artificial and natural gas plants, and makers and sellers of gas-consuming appliances. Member A. B. C. and A. B. P. Eastern office 56 W. 45th St. New York.
Telephone Vanderbilt 3695.

HARDWARE AGE, New York City
Iron Age Publishing Company, 239 West 39th Street, New York City; established 1855; published weekly on Thursday; forms close ten days preceding; type page, 7x10; one time rate, $145; 52 pages a year $96; subscription price $3.00; charter member A. B. C. and A. B. P. The national market report paper of the hardware industry and for 65 years an inspiration to better hardware merchandising, anticipating the changes, recording the achievements and cooperating in the successes of hardware merchants from the Atlantic area to the Pacific coast. Read on paid subscription, as a business service, by practically every worth-while hardware retailer and wholesaler, North, South, East and West, as well as their traveling salesmen, retail clerks, department managers, etc. Branch offices: Chicago, Boston, Philadelphia, Cleveland, Pittsburgh, and San Francisco.

THE IRON AGE, New York
"The World's Greatest Industrial Paper," established 1855; published every Thursday; forms close eight days preceding; type page, 6⅞ x 11"; one-time page rate, $108; 52-pages a year, $80; subscription price, $6; charter member, A. B. C. and A. B. P. The *Iron Age* serves buyers and sellers in the machinery, automotive, shipbuilding, railroad, farm implement, foundry, iron, steel and other metal-working industries. Its circulation is world-wide and is composed almost entirely of manufacturing plants. Its readers therein are the executives charged with the problems of management involved in purchase, production, costs and sales. Branch offices in Chicago, Pittsburgh, Boston, Philadelphia, Cleveland, Cincinnati, Washington and San Francisco.

MARINE ENGINEERING, New York
Guarantees more paid individual subscribers among shipbuilding companies and their officials, also among steamship and steamboat companies and their officials, than all other marine publications in the country combined. Member Associated Business Papers, Inc.

MERCHANTS' TRADE JOURNAL, Des Moines, Chicago, New York, Boston
Published monthly—subscription price $3.00 per year. Sworn, paid national circulation among retail merchants, exceeds 24,000 (rate based on 16,000). Maintains trade investigation bureau.

MOTOR AGE, Chicago
The Weekly News and Service magazine of the automotive trade. Editorially, it specializes on the maintenance is devoted to the interests of motor car, truck and tractor dealers who make up over 50% of its more than of motor cars, trucks and tractors and 30,000 paid subscribers. Member Associated Business Papers, Inc.

MOTOR WORLD, New York
Subscribed for and read by the big percentage of dealers, jobbers and garage owners who study merchandising and are interested in the profit side of their business. Net paid circulation in excess of 22,000 per week. Member Associated Business Papers, Inc.

THE RETAIL LUMBERMAN, Kansas City, Mo.
The dominant trade paper in the retail lumber and building material field. It furnishes lumber dealers with building, advertising and sales service, and is a high class advertising medium. Total net paid circulation in excess of 5,000. Ask for statement. Member Associated Business Papers, Inc.

A Good Will "Service Station"

How the Winchester Repeating Arms Company's "Sportsman's Headquarters" Makes Business by Fulfilling a Need

By C. S. HUTT

Advertising Department, Winchester Repeating Arms Co.

THERE IS probably no group of potential purchasers that is more appreciative of the right kind of service than the sportsmen; no group whose purchasing preferences are swayed more by the quality of service than this one. Seizing upon another characteristic, we may say that there is no group—unless it be the soldier's—that is more closely bound in bonds of camaradie than the fraternity of the great out-of-doors. As a final peculiarity, note that there is no group—unless it be the soldier's again—that spends more time in preparation as compared to the practice of its craft than that of the followers of the trout streams and the game trails.

On these three bases has been erected, in the heart of New York at Fifth avenue and Fortieth street, Sportsmen's Headquarters, the metropolitan service station, club and equipment exhibition established by the Winchester Repeating Arms Company.

When the announcements of Sportsmen's Headquarters went out about a year ago there was much inquiry among sportsmen as to "what kind of a new game" this was. When the fraternity found out that here was, in fact, a central bureau for information as to the best field for sport at a particular season, the best way to reach that field, the equipment best suited for use there, accommodations, the special laws affecting fishing or hunting there and the thousand and one other details that one usually has to write to a thousand and one sources to compile there was immediate rejoicing from the Floridan swamps to the Canadian bush and more especially in the heart of the sportsmen who live in or come to the metropolis of the East.

Sportsman Headquarters has a single purpose—the rendering of service to the sportsman; but a double duty—that of bringing the sportsman in touch with all the information that the experts of the Winchester Repeating Arms Company can give him and that of bringing the dealer in touch with sportsmen interested in articles in that line. It is based squarely on a firm belief in the value of the good will created by friendly services but it is directed with a frank belief in the powerful advertising value of the association of such real service with the name of the Winchester Repeating Arms Company.

CONTACT BETWEEN DEALER AND SPORTSMAN

This association is kept in the visiting sportsman's mind by the complete displays of guns, ammunition, fishing tackle and other sporting equipment which is a feature of the headquarters. No orders are taken at Sportsmen's Headquarters, but arrangements are made to place dealers and interested sportsmen in contact with each other. Cards are provided for sportsmen who become interested in some particular article by which they can recall the exact article at any time they may desire to consider it further, and dealers in the home districts are kept in touch with sportsmen showing such interest in any of the goods displayed.

Sportsman's Headquarters has been made as distinctly appealing to dealers as to sportsmen themselves. It is a place where they can secure valuable information and a place where they can learn about features of the Winchester lines. Naturally, it has been employed to kindle and sustain dealers' interest in Winchester products.

Advertised widely in the newspapers and magazines, by direct mail invitations to sportsmen to avail themselves of its service and by word of mouth as the brethren of the craft began to find out what "the game" was and to pass the good word on, it has been an important factor in building good-will for the name of Winchester.

Certified Circulations

Some Mediums in Several Classes Whose Audits are Made by the AUDIT BUREAU OF CIRCULATION

CLASS TRADE AND TECHNICAL

SHOE AND LEATHER REPORTER, Boston

For 63 years the most influential and intensive paper in an industry rated as fourth in the country's business. During 1919 the REPORTER carried 4,000 pages of paid advertising, which is 454 more pages than its chief contemporary. Published each Thursday. World-wide circulation at $5 a year. Member Associated Business Papers, Inc. Ask for A. B. C. Report.

THE SHOE RETAILER,

with which is consolidated THE SHOEMAN and Boots & Shoes Weekly; circulates exclusively in the retail shoe field, in well-rated stores and departments among those who are interested in matter of style, trade situation and store management. Members of A. B. C. and Associated Business Press.

TEXTILE WORLD JOURNAL, New York

The Dominating publication of the textile industries. Its readers are mill men who control purchasing of supplies for this country's second largest industry. Over 750 industrial advertisers using space under yearly contract. Member Associated Business Papers, Inc. One Time Page rate, $100.

AGRICULTURAL

NATIONAL STOCKMAN & FARMER, Pittsburgh, Pa.

"130,000 guaranteed. Covers Ohio, Pennsylvania, West Virginia. $1.00 per year cash. It does not believe in the advertisers bearing all the expenses of a publication."

FARMER AND BREEDER, Sioux City, Iowa

Devoted to the interests of the capitalistic farmers and breeders of the Golden Egg Territory—southeastern South Dakota, northwestern Iowa, northeastern Nebraska and southwestern Minnesota. Circulation 90,000. Rate 50 cents an agate line.

MAGAZINES

THE MODERN PRISCILLA,

A magazine designed for thrifty womankind. Devoted to the three important topics of Needlework, Clothes and Housekeeping. A practical magazine for practical women. 97% of its readers are housekeepers; 83% are mothers. Over 90% of its readers keep back numbers indefinitely for reference. Rate $4.00 per line.

NEWSPAPERS

THE COURIER NEWS, Fargo, N. Dak.

Published in the heart of the famous Red River Valley wheat growing section, has the largest circulation of any daily newspaper in the state. Advertising rates 4 cents a line. Government wheat guarantee makes North Dakota the best field for advertisers in the nation this year.

THE BRITISH WHIG, Kingston, Ontario

Only A. B. C. paper in city of 25,000. April average 6,424. City circulation 3,950; country, 2,474. Carries many exclusive news features. 14 to 22 pages, something unique in newspaper annals, daily. Write for house organ, "More Pep."

ADVERTISING & SELLING
The National Weekly of Modern Merchandising — Established 1891

Features in this Number

September 25, 1920

Selling When the Selling Isn't So Good....*Ralph Bevin Smith* 3
Upon the marketing policy at this psychological moment depends future stability.

A Pattern Difficult Technical Advertisements,
George Hofstetter, Jr. 5
A successful writer of technical copy analyzes his methods.

Strengthening the Props Under the Advertising,
C. Foster Browning 6
Some suggestions on merchandising good will to hold customers in the fold.

Outdoor Advertising Association Convenes..... 7
"Service," keynote of big meeting at Cleveland.

The Development of Commercial Art..... 8
The third of a series of helpful articles on the selling value of illustrations.

Chicago—Wonder City of Advertising.....*C. H. Stoddart* 15
The industry has quintipled in investment value in fifteen years—now stands at $75,000,000.

Chicago As a Printing Center.....*C. J. Nuttall* 18
Facts and figures showing how industry has expanded to meet demands of advertisers.

Chicago, the Hub of Transportation.....*J. M. Cleary* 27
How experts' plans make most of its unrivalled shipping facilities.

Chicago's Many Publications..... 28
A wide selection is offered the merchandiser seeking advertising mediums.

A. B. C. Meets In Canadian City..... 30
New ruling on gift subscriptions and other matters discussed at Toronto.

Advertising Specialty Manufacturers Plan Convention..... 38
Association Advertising is on program of discussion.

Selling to the Japanese Millions.....*Frederic De Garis* 40
Methods and mediums by which American advertisers may approach a rich and receptive market.

Calendar of Coming Events

Sept. 20-30—Annual Convention Bakery and Confectionary International Association, Cincinnati, Ohio.

September 27-30—Annual Convention, National Association of Advertising Specialty Manufacturers, Hotel Sherman, Chicago.

September 28—Annual Meeting, National Association of Waste Material Dealers, New York.

October 1-2—Meeting, National Association of Sweather and Knitted Textile Manufacturers, Milwaukee, Wis.

October 1-2—Annual Meeting, the Greeting Card Association, Hotel Astor, New York.

October 6—Annual Convention National Association of Electrical Contractors and Dealers, Baltimore, Md.

October 11-13—Annual Convention National Association of Purchasing Agents, Chicago.

October 11-14—Annual Convention, National Association of Stationers and Manufacturers, St. Louis, Md.

October 11-16—Annual convention, American Association of Advertising Agencies, Chicago, Ill.

October 13-15—Annual Convention, National Implement and Vehicle Association, Atlantic City, N. J.

October 15—Annual convention, Audit Bureau of Circulations, Chicago, Ill.

October 18-22—Annual Convention, American Bankers' Association, Washington, D. C.

October 25-29—Annual Convention, National Wholesale Druggists Association, Cincinnati, Ohio.

October 27-29—Annual Convention, Direct Mail Advertising Association and Association of House Organ Editors, Detroit, Mich.

Blackman Company Takes Larger Quarters

The Blackman Company, New York, after September 27, will be located at 116-122 West 42 st., occupying enlarged quarters in a newly completed building. Former offices of the company were at 95 Madison Avenue.

Famous Players Income Increases

Famous Players-Lasky Corporation for the first half of 1920 had a gross income of $15,390,714, an increase of $2,316,777 over the corresponding period in 1919.

Another New Paper Mill

The Northern Fiber Co. will erect a large paper pulp mill at Ontonagon, Mich., and will turn out 50 tons daily. The company is capitalized at $500,000.

Club Handles Charity Advertising

The Detroit Adcraft Club has undertaken the work of conducting the fall campaign for the Detroit Community Fund drive, which will take care of all the city's charities for the next year.

New Daily in Windsor, Ont.

The *Sun*, a morning edition of the *Border Cities Star*, at Windsor, Ont., has been started. The *Star* was purchased by its present owner, W. F. Herman, two years ago, and has shown rapid growth.

Announcement

All of the stock and other securities in Advertising & Selling Co., Inc., formerly owned by Wm. B. Curtis have been purchased by J. M. Hopkins.

Advertising & Selling Co., Inc.

September 20, 1920



IN an intimate, personal sort of way, Harding and Cox tell you exactly how they felt, exactly what they said, and exactly what they did—when told of their respective nominations. It is a doubleheaded story of far-reaching political and business significance. Read it. It is an exclusive feature in the October 2nd issue of

LESLIE'S

Half a Million Guaranteed

THE FIRST 500,000

Do We Remember By Color?

An Advertising Man—Formerly An Army Officer —Says His Most Vivid Experiences Are Remembered Only by Their Associations With Color

DEAR MR. KOBLER:

In your recent trade journal advertising I have missed some of your first pages in black and white only to have my attention arrested by their counterparts in color.

These graphic advertisements of yours have slowly crystallized some vague speculations of mine.

During two years in the army what wore me out more than anything else, I realize now, was the lack of color—the imagination killing monotony of an everlasting round of drab uniform, sere parade grounds, unpainted buildings and pasty mud.

I came to crave for bright spots of color. I think a reaction from this drabness is the reason why fashions in women's clothing and every other possible object burst into an orgy of riotous colors right after the war. I believe that the psychological effect of color was the subconscious *motif* behind the wearing of the brilliantly colored uniforms of earlier days. Their brightness made war more endurable.

Another remarkable fact I noticed is how persistently color associations cling in the memory.

Strange as it may seem almost all of the experiences of my army life have blended into an indefinite perspective. What few I remember vividly stand out only by their association with color.

The bright red poppies in the trampled yellow grain fields, the tremendous leaping colored lights on the sky during an artillery bombardment at night, the exquisiteness of the stained glass windows in the Cathedral at Bourges, the limpid blue of the Mediterranean reflecting in azure the red cliffs at Nice and Monte Carlo, the whirling red and orange costume of a Spanish dancer in a tiny cafe in Bordeaux—those are the things I remember.

In one of your advertisements you stated that the mind thinks fastest in color. Probably you are right. I am certain, in my own mind at least that it remembers longest in color—that a flash of color recalls vivid memories that otherwise would be lost.

Cordially yours

(Name on request.)

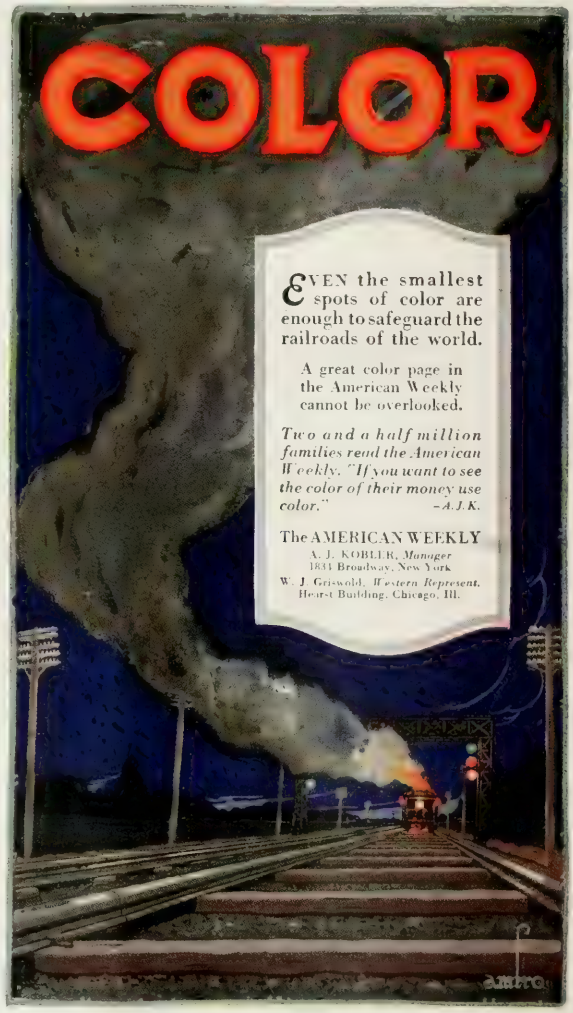
* * * * *

But—whether we think fastest in color, or remember longest in color is not the point.

Great color pages in the American Weekly have paid such phenominal returns to advertisers. That is the important consideration.

The American Weekly's circulation in two and a half million progressive American homes is another contributing factor to this important consideration. The location of this tremendous circulation in the seven great trading centers of the United States is still another. The fact that the American Weekly is a splendid feature of seven great newspapers also contributes greatly to the success of this amazingly popular publication.

But beyond doubt, *COLOR plays an important part in achieving the extraordinary success of advertising campaigns presented in the American Weekly.*



Advertisement

5 Cents the Copy $3 the Year

Advertising & Selling

Kansas City

OCTOBER 2, 1920

THE NET PAID
CIRCULATION OF

THE NEWS

NEW YORK'S PICTURE NEWSPAPER

NOW EXCEEDS

300,000

98% of It in New York and Suburbs

Member Audit Bureau of Circulations



THE only work that instantly furnishes a complete list of all the Manufacturers and primary sources of supply for any conceivable article, or kind of article, more than 70,000.

Aims to list all manufacturers irrespective of their advertising or subscription patronage

THE BUYERS MASTER KEY TO ALL AMERICAN SOURCES OF SUPPLY

A volume of 4500 pages, 9 x 12, $15.00

Published once a year. Used in the offices of a large portion of the important concerns in all lines thousands of times each day by Purchasing Agents, Foremen, Superintendents and others having to do with ordering or specifying.

Circulation 80% Domestic—20% Foreign. Its Circulation is 99% paid

IT is used by them for locating sources of supply as instinctively as the clock is consulted for the time of day. Descriptive and other advertising matter therein automatically comes to the attention of buyers at the important moment when they are interested.

Costs for one issue—Lasts a year or more

Numerous tests with "Keyed" addresses, etc., have demonstrated beyond question that APPROPRIATE advertising matter in one issue of Thomas' Register averages throughout the year as great and as continuous returns as the same space run every issue for a year in weekly or monthly publications.

5980 Advertisements—2315 Advertisers

THOMAS PUBLISHING COMPANY

129 LAFAYETTE STREET, NEW YORK CITY

CHICAGO—20 W. Jackson Blvd. BOSTON—Allston Square SAN FRANCISCO—433 California St. TORONTO—91 Constance St.

OVERSEAS OFFICES AND AGENCIES: London, Paris, Amsterdam, Kristiania, Madrid, Genoa, Calcutta, Sydney, Soerabaia, Singapore, Manila, Johannesburg, Cape Town, Durban, Honolulu, Saigon, Shanghai, Kobe, Rio de Janeiro, Buenos Aires, Havana, San Juan, Mexico City.



I N A D E Q U A T E

You can't cover the farm market without using farm papers, any more than you can cover a six-foot man with a three-foot blanket.

Farmers are great people to attend to their own business. That business is farming, and they give their first attention to farm papers.

Successful Farming is built to give one hundred per-cent service to farm families who live on farms in the great food producing heart of the country and who depend on the farm for their living.

Your message through Successful Farming will be welcome where Successful Farming is welcome.

SUCCESSFUL FARMING

E. T. MEREDITH, Publisher
Des Moines, Iowa

T. W. LeQUATTE
Advertising Manager

ADVERTISING & SELLING, OCTOBER 2, 1920
30th year. No. 15. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1870. Price, 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City

The 6th Anniversary and Seventh Convention of the A·B·C·

(AUDIT BUREAU OF CIRCULATIONS)

will be held at the

Hotel La Salle Chicago

October 14th & 15th

NINETEEN·TWENTY

Departmental meetings will open at 2 P. M. Thursday afternoon, October 14th. The business session begins promptly at 10 o'clock Friday morning, October 15th. Election of officers Friday afternoon at 2 o'clock.

A Reception and Banquet under the auspices of the A. B. C. and the A. A. A. A. will be given in the Ballroom of the Hotel LaSalle, Friday night at 7 P. M., and will be the occasion for the formal inauguration of the national movement for the permanent American Merchant Marine.

AUDIT BUREAU OF CIRCULATIONS

202 S. STATE STREET

Chicago, Ill.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891
J. M. Hopkins, President; H. B. Williams, Vice President;
ADVERTISING & SELLING CO., Inc., 471 Fourth Avenue, New York, N. Y. Telephone, Madison Square 1765-6-7
M. F. Duhamel, Managing Editor; Ralph B. Smith, Associate Editor; George Roosevelt, News Editor.
30th Year | OCTOBER 2, 1920 | Number 15

Building a Successful Business Upon a "Different" Advertising Idea

The Policies and Experiences of the Liberty Motor Car Company Justify High Regard for the Value of "Paid" Publicity

By PERCY OWEN
President and General Manager, Liberty Motor Car Co., Detroit Mich.

ADVERTISING is a necessity to every business concern. Furthermore, it is almost unavoidable. Personally, I would as soon shut down the gates of my factory as to stop advertising. The fact that we advertise regularly in the *Saturday Evening Post*, that we have advertised in many of the leading national and trade publications, and that our advertising has been constantly growing more extensive—all this should serve as a concrete example of our faith in advertising.

Before going further, a word should be given in explanation of the advertising referred to. The product advertised by the Liberty Motor Car Co. is the Liberty Six, a car which started out nearly five years ago as a pioneer with the stream line design, which is now in use with nearly all makes of autos.

Turning to the necessity of advertising the features of our product, let us illustrate. A cobbler, by doing good work as an individual, may build up sufficient trade locally by word-of-mouth advertising. Even small organizations to-day sometimes depend upon that method, but they are decreasing. The world has undergone a great social and industrial revolution in the last few decades, and business now is done through thousands of workers banded together under executive management. The old method of word-of-mouth advertising is far from sufficient to keep this great type of business supplied with orders. To-day, both the product and the selling and advertising must be good for sure success. The local market is not sufficient. The manufacturer needs the world market. He must reach this market, not by the slow method of word of mouth advertising, but through the medium of numerous papers, magazines and other channels which are well distributed.

I can testify to a tremendous amount of success in the case of the advertising of the Liberty Motor Car Company, over a period of nearly five years. The success of this paid publicity can be traced to certain differences in the way it was used.

Much advertising does not take the readers into the manufacturer's confidence. For example, when the Liberty Six was put onto the market a few years ago, the majority of the automobile advertisements revelled in fanciful art of automobiles shooting up a hill. Or perhaps the auto was shown rushing alongside a railroad train, at the rate of a mile a minute. The advertisers themselves were still marveling at the wonderful fact that an automobile could actually run on its own power.

Right there, I believe, many advertisers made a mistake. By 1915, if not long before, automobiles had ceased to be a curiosity. Everyone knew that "autos" could actually move and rip off the mileage in very fast time. Therefore, the racing pictures in the passenger car advertisements had lost novelty. They did not appeal to the intelligence of prospective car buyer.

According, the Liberty started out by advertising a car that was different. "Oh, you can't sell such a different sort of a machine," I was told. And when the different type of advertising came out, some friends protested even more. But our analysis of the reading public proved correct. Orders fairly flooded in, due to differences, skillfully made use of by a strong sales organization.

For instance, one of the early advertisements, run in the *Saturday Evening Post*, *Life*, the *Literary Digest*, and other publications, showed the instrument board and controls of the Liberty, and a man's hand operating a lever. The picture showed him handling the control with one finger. The legend beneath the drawing explained concisely and clearly. It appealed to the reader's interest and intelligence. It shot a big bullet instead of bird-

He Knows Its Value

IT IS not often that we encounter a president of a manufacturing concern who is more thoroughly "sold" on the value of intelligent advertising than Percy Owen, president of the Liberty Motor Car Co., and the writer of this article.

Mr. Owen here expresses his faith in advertising and tells something of his company's campaigns and the results they have won.

It is the increasing faith of wise manufacturers that has raised advertising out of the guesswork list of business-getting methods to a highly scientific process.

THE EDITOR

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shot. One of the biggest advertisers in the country remarked that the advertisement was the best he had ever seen.

There were many pieces of copy of this character, showing specifically the strongest selling points of the car. But the advertising does not often try to sell cars directly—it moulds public opinion. Good will advertising appeared for Liberty on numerous occasions, notably an editorial advertisement, "Goodness," written by Theodore F. MacManus. This editorial can be found framed in offices and factories in many parts of the nation.

Another difference in Liberty advertising has been its *news* value. Several years ago, while talking with that great publisher, Ralph Harmon Booth, I criticized a certain daily newspaper because it appeared to be crowded with advertisements. He remarked that although he believed a newspaper should keep up the editorial service, it could also perform a great news service through its advertisements. He pointed out that thousands of housewives read a paper every day to get the news of the rise and fall of prices, as presented in the advertising; thousands of men read the classified sections for business opportunities; thousands of prospective buyers of all kinds prefer to study the advertisements instead of placing themselves at the tender mercies of salesmen. To many readers, the advertisements form the body and soul of the news interest of the paper or magazine. Many read advertisements because of general interest, just as they do the editorial columns. Thus the point that an advertisement should carry a real message of news value to all these people made a strong impression.

Accordingly, nearly every Liberty Six advertisement has been guaged by its news value."

There is an interesting story on how the famous Liberty slogan started. The agency men asked us for the most striking feature about the car, and we remarked spontaneously, "There is a Difference in the Way It Rides and Drives." This sentence was immediately seized upon and through all Liberty advertising the difference has been stressed.

This constant pounding away of a slogan is something like the story of how a continuous dropping of water wore away a mountain. Resistance can be battered down by a good slogan, often repeated, in mediums which carry prestige and power and in connection with good art and copy. By the same token, good will can be built up and public opinion moulded.

WINNING PUBLIC FAVOR

Practically all forms of advertising have been made use of by the Liberty company. National magazines, trade papers for dealers and distributors and newspapers have supplied the main media. Some advertisements have been run in the agricultural press and in foreign publications. Great stress is laid upon the importance of satisfied customers, in order to boost the number of "repeaters," and to take full advantage of the verbal, friend-to-friend advertising. In this connection, Liberty service stations are played up, to capitalize the element of satisfied customers and the good will they spread broadcast. Direct mail methods both for dealers and consumers are very often employed.

J. E. Fields, who for three years, has been director of sales for Liberty and who has just been promoted to have supervision over all departments, maintains with me, a very close contact with the advertising work of the company. Conferences are held when advisable to decide even upon a phrase or a word. The advertising is always made to reflect exactly the company's selling policy and the Liberty salesmen take full advantage of the national advertising as a background for their verbal selling arguments.

Our advertising and selling should conspire to put the right thoughts into the minds of prospective buyers, by expressing these same thoughts through our advertising copy, sales manager, roadmen, distributors, dealers, salesmen, servicemen and everyone else in the organization.

Liberty advertising is not always displayed in the same style of type, the same borders, the same illustrations or the same mediums. In fact, a very large variety of style and subject matter is applied. But it will all be identical in purpose and in the impression it creates—

(*Continued on page 24*)



Percy Owen, President, Liberty Motor Car Company

One finds in Mr. Owen a decidedly different sort of person, just as his "different" advertising for a "different" car has indicated. He is barely forty, a bundle of vitality and a storehouse of resourcefulness. He believes in vacationing, for others. "Automobile Row," New York, remembers him for having opened the first motor car salesroom in Broadway and for the whirlwind selling that followed this "different" move. He has been in various highly important major automobile enterprises. He admits going to work at the tender (?) age of twelve and working his way through a good education. The splendid morale in his factories is due in some measure to an interest in all employed by him, and his own early experiences in delivering the goods are exerting the right influence upon his entire organization.

Campaigning to Build Real Partnership Between the House and the Dealer

How the Ingersoll "Partnership Series," Helping the Retailer to Sell More Goods in All Lines, Are Winning Good Will and More Sales

By JAMES P. DUFFY
Dept. of Sales Promotion, Robert H. Ingersoll & Bro.

IT IS impossible for advertising to be selfish if it is good advertising. Advertising that increases sales and brings increased profits to the manufacturer must inevitably bring profits to every intermediate between the manufacturer and the consumer and, at the same time, lower the price to the consumer. That's axiomatic.

But the manufacturer's advertising, to get the strongest returns all down the line, shouldn't even *seem* selfish.

Recognition of this fact is resulting today in many so-called "partnership" policies of merchandising, founded on a correllary of our axiom —that the manufacturer helps himself most by helping the dealer most.

THE "PARTNERSHIP" CAMPAIGN

I could cite a number of examples of such enlightened merchandising, but it will simplify the explanation to go straight to a single example in which the "partnership" idea has been raised to about the highest power so far reached by national advertisers.

This is the "partnership" series of campaigns now being carried on by the firm of Robert H. Ingersoll & Bro., makers of "the watch that made the dollar famous"—before the dollar made itself infamous by falling down on the job of buying a "dollar's worth" of product or service.

The Ingersoll Company was able to build on a strong foundation of good will. For a number of years, during which it was the policy of the company to fill consumer orders sent direct to the head office, profits on all such orders were passed on to the dealer in the neighborhood of the consumer giving the order. This policy implanted the partnership idea in the dealer's mind, and implanted in his heart a warm feeling for Robert H. Ingersoll & Bro.

Then the company changed its policy, cut out direct sales, and concentrated its efforts on the task of educating the dealer to handle all consumer selling as a full partner, aided by the Ingersoll advertising—which was the manufacturer-partner's contribution to the job.

"TIME TELLING THROUGH THE AGES"

This educative process comprehended steps to make the dealer thoroughly familiar with Ingersoll products, for we realized that a merchant intelligently familiar with our products was worth much more to us than one who does not know a thing about watches except that they are used for telling time. In order to help our dealers and their salesmen to acquire a background of knowledge about the history of time and the history of the timepiece, therefore, we published a book called "Time Telling Through the Ages." This book, no ordinary "dealer help," but a full-sized, board-covered, cloth-backed volume of 294 pages, splendidly printed and illustrated, published by Doubleday, Page & Co., has been widely distributed among dealers and passed on to the general public through the libraries, the magazines and the newspapers. There have been few works on the history of time-telling and fewer relating the story of civilization to the story of the timepiece, so the contents of this volume have been given wide publicity.

Our dealer friends, appreciating the service thus rendered, not only by our placing this educative material at their disposal, but by the creation of a wide interest in our timepieces, and in timepieces in general, were quick to take advantage of the display and publicity opportunities the book and its unusually excellent illustrations offered. Congratulations upon the volume and upon the spirit which prompted it poured in from all sides.

Then, carrying the partnership idea further, we began a sales campaign to help the dealer to sell more goods — not only more Ingersoll watches, but more goods in every line. The agency enlisted to effect this end was the dealer's window—the splendid sales opportunities of which are seldom taken full advantage of.

The consumer's attention was turned to the window, and thus to the store, by means of a guessing contest which we engineered. The idea, adapted somewhat from that used by the United Cigar Company, was carried out by making a window display of our watches and offering one of the watches as a prize to the person guessing nearest the exact number of watches in the window, some of which were shown in boxes and some individually scattered about the floor. This contest was successful from the start. It was restricted to one dealer in each town, and in each case a mutual agreement was signed whereby we promised to supply all the material and give the prize, and the dealer, in turn, promised to run the contest on a certain date. Results showed that the dealer's sales on all products increased during the contest period, and our product was kept before the public eye—to the mutual advantage of the partners to the plan.

HELPING DEALERS TO SELL MORE GOODS

Our second campaign in the series was directed toward the children. The campaign was planned for the season which has come to be known to us as the "back-to-school" season. It is at this time that punctuality is preached, and one of the important habits of life is formed in the training of the child to get to school on time. We hooked up our campaign to this fact.

The backbone of the campaign was the advertising of the manufacturer-partner in the general and children's magazines, consisting of full pages, the central figure of which was a typical, live American boy, holding a Radiolite watch. The dealer-partner's contribution was the displaying of a window piece in colors showing the same figure.

GETTING THE TRADE OF YOUTH

In this campaign, as in all of our partnership series, we tried to do something more than merely sell Ingersoll watches. We impressed upon the dealer the value of the children's business. We have found from ex-

perience that the store that caters to the boy and girl usually gets the trade of the boy and girl when they grow up to be men and women. Our "plus effort," above selling Ingersoll watches, was the attraction of boys and girls to our dealer-partner's store to give him an opportunity to cultivate their trade and so establish in them the habit of coming to him for every line of his wares.

This partnership policy has been heavily and consistently backed up by our national advertising. Considerable attention has been attracted to the *Saturday Evening Post* advertisements headed "The Ingersoll Time." This is a page made up in typical newspaper style. We have gone several steps further than most national advertisers who have used the newspaper idea in their advertising. Not only have we a newspaper heading, but the advertisement is written in real newspaper style. We try to give the reader the same sort of thing as he gets in his newspaper. For example, a recent "Ingersoll Time" advertisement contained an article on the Boy Campaign, based on the idea that every boy has an Ingersoll coming to him, a poem about the Boy Scout and his watch by John Martin, a cartoon by Rube Goldberg, an article on the value of radium, another on some of the ways boys have made money to buy watches, and an editorial on the economy of buying an Ingersoll.

These advertisements have a broad appeal and have attracted the widest variety of readers. They have made business for the dealer and they have helped considerably to cement our partnership with our retailers.

Our advertising, in the publications and in the dealer's window, has not only *been* unselfish; it has appealed to the dealer as unselfish. It has convinced him that, in working for our own interests, we are also working for his. We have made "partnership" mean something.


Ingersoll Time

5 Million a Year

N. Y. Police Kept

"Does your watch tell time in the dark?"

EDITORIAL

Cutting the H. C. L.

Just People With High-Priced Watches

Were You Ever Fitted to a Watch?

RADIUM

Interesting Facts about the Substance Used for Ingersoll Radolites

"Every Boy Has An Ingersoll Coming to Him," the Boys Say

The Good Scout and His Radiolite

By Jones Manton

And You'll Say They Are Right When You Learn That So Far In 1920 Half a Million Boys Have Become Ingersoll Owners

Wind-Ups

Yankee Radiolite $3.50

It's All Wrong, Ingersoll! By GOLDBERG

Twelve Ways Boys Have Earned Ingersolls

A "news" page that appears regularly, and from which dealers and "consumers" both derive the "buying impulse"

C. H. Sudler Heads Specialty Men



CARROLL H. SUDLER

Carroll H. Sudler, of the Ketterlinus Lithograph Manufacturing Company, was chosen president of the National Association of Advertising Specialty Manufacturers at the Wednesday session of the Seventeenth Annual Convention held this week in the Hotel Sherman, Chicago. Mr. Sudler was second vice-president and treasurer of the association.

Charles R. Frederickson, of the American Art Works, and former president, was elected first vice-president; S. W. Mercer, of the Economy Advertising Co., Iowa City, Ia., second vice-president, and E. L. Hartley, of Bowman Bros., Ltd., Winnipeg, was reelected honorary vice-president. C. L. Cruver, of the Cruver Manufacturing Co., Chicago, was made treasurer; Edwin H. Heinke, of the Coshocton Specialty Co., Coshocton, Ohio, sergeant-at-arms; and J. A. Hall was selected again as secretary.

Important addresses were made by Charles R. Frederickson, J. Lewis Coath, Samuel O. Dunn, J. M. Saunders, K. H. Beuret, Phil. A. Grau, J. R. Woltz and J. B. Short.
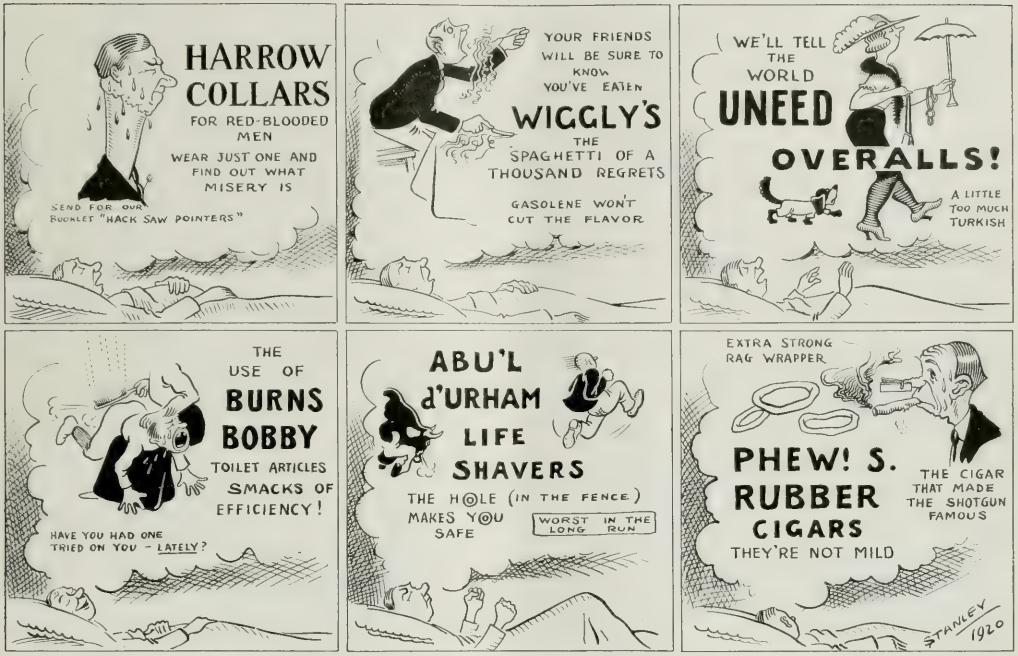
ASSOCIATION PLANS TO ADVERTISE

Much attention was given to and steps taken towards the creation of a fund for advertising the industry. Other particularly interesting features of the convention were the exhibits of advertising novelties and calendars, a sales conference, departmental sessions, and a luncheon given at the Hotel Morrison on Monday by the Chicago Auxiliary of the Association, and a splendid banquet on Wednesday evening.

At the Monday luncheon, the subject discussed was "Do Training Schools Benefit Salesmen," and among those who spoke were: J. H. Stephenson, of the Fels & Co., president of the Chicago Association; James D. Swann, of the Penn Salt Mfg. Co.; J. B. Roberts, of the Kellogg Toasted Corn Flake Co.; Frank Morse, of Nestle's Food Co.; A. M. Bently, of the Lyknu Polish Manufacturing Co., and Henry B. Williams, vice-president of Advertising & Selling.

Major-General Leonard Wood spoke at the Association dinner, Wednesday night. Harry H. Merrick, president of the Great Lakes Trust Co., and Dr. Stanley L. Krebs, president of the Institute of Mercantile Art, also spoke.

Youthful Fancy Takes a Flight Among the "Best Sellers"



This is the way Cartoonist Stanley faithfully reports an advertising dream to Advertising & Selling

Advertising Copy the Farmer Will Read

Farm Press so Important that Advertising Agencies Could Well Afford to Prepare Original Copy for All Accounts

By RAY YARNELL

THE Farmer approach."

I have heard that expression used by a number of persons and I have tried to find out what they meant by it. Their understanding of what they meant by the phrase often was vague. It was impossible to obtain an exact explanation of "the farmer approach."

To a large extent it all worked down to this: That the farmer is very much the same sort of man as he who lives in the city, in that his desires are similar and his ambitions point toward the same goals. He likes many of the same things the city man likes and wishes he had more of them.

But this is also true: The farmer is different from the city man. He has a totally different environment and training. He is, because of the nature of things rural, forced to depend very largely upon his own personal resources in accomplishing his work and in conducting his business. He becomes self-reliant and is trained to make decisions largely without consultation with his fellows.

This has led the farmer to develop a certain characteristic which, it seems to me, the writer of advertisements can well capitalize in his copy and achieve a greater pulling power. I refer to the almost universal desire of the farmer to know "how it works." First of all, he is interested in "the innards" of what he buys. He wishes to know how it functions, what makes it go and why. That applies particularly to machines, of course, but it also applies to practically everything the farmer uses.

Give a farmer the facts, show him how they fit together, point out the result, but let him be able also to figure it out for himself. Once he does figure it out he is sold on the article. As I pointed out before, the farmer is a self-reliant fellow. He is used to figuring things out for himself. The copy writer can well afford to have his ad fit in with this farmer-habit. Let the farmer sell himself with the facts furnished by the account. The

It Pays to Advertise—Always

The manufacturer who fails to advertise now because conditions are a little uncertain, is on a par with the farmer who refuses to feed his milk cows because the price of butter has gone down.

—E. T. MEREDITH, Secretary of Agriculture

art of the appeal comes in the proper presentation and interpretation of those facts so the farmer actually can work out the selling argument for himself.

I have known many farmers and have talked with a number of others and dealers as well. If you are discussing a machine with farmers, their interest, without exception, seems to center on how it works. They wish to understand the insides of it and to see how the parts go together. If they are shown, they are fairly quick in giving their judgment. If it is properly demonstrated and the machine possesses quality, it will be pronounced good, but a farmer has the knack of finding flaws if they exist.

The farmer lives largely by himself. He gets to town once or twice a week. But at home, except during short periods at harvest time, he reads a great deal. In recent years his reading has increased. He is a fairly thorough reader also, and does not miss the advertisements.

IMPROVED BY DIRECT APPEAL

I feel certain that if the appeal was made direct to the farmer, from his point of view, that advertisements in farm papers could be improved. Naturally, the advertisements designed to appeal universally will also affect him. That is not my argument. The point is to increase the appeal that can be gotten over in a certain space in a particular medium.

If I was attempting to sell automobile tires to a farmer I would try, in my copy, to visualize for him how those tires were made and why. I would seek to show him that the use of certain materials brought definite results and how. If fabric was the heart of the tire, I would try to show him concretely why it was so. I would try to show him the things in a certain tire, or the processes of its manufacture, which would make it run for 8,000 miles. With illustrations the insides of this tire could be visualized in several ways.

I would figure that the farmer would read my advertisement and would study it. He would be interested in the arguments I advanced and the facts I pointed out and would put them together to see if they would work out to the conclusion I drew. If they did, under his analysis, he would have convinced himself that my tire would be a good buy and if I kept those facts before him, the reasonable conclusion is that he would buy that tire the next time he made a tire purchase.

The same thing would be true of a tractor, a threshing machine, an electric light plant, a safety razor or any number of other things.

I am looking at this as much as possible from the farmer's point of view, not from the copy reader's standpoint. The latter is unimportant, relatively, but the former is vital in selling merchandise. I cannot forget that the farmer, due to his environment, is different from the city man in that he is more dependent upon his own carefully worked out judgment. He can't stop his friend on the street and talk it over. If he talks it over with anyone he must make a special trip, perhaps of several miles, or depend on the telephone which, very often, he dislikes to do.

EXAGGERATION RAISES BARRIER

Having known a good many farmers I would also make this suggestion: Exaggeration to the farmer is like a red rag to a bull. He may fall for it once, as anyone is likely to do out of trustfulness, but he is very unlikely ever to repeat. As an old saying goes, "once he's fooled, he'll never bite again."

I know of one manufacturer who, in his advertising copy, honestly made certain claims for his product, which in a good many instances failed to work out. To-day, that manufacturer is trying to re-sell the market he lost with the farmers and is having slow work of it. He thought his product would meet the test of his claims. If he had not, it would not have been so advertised. But there were unfortunate slips in manufacture which made it impossible for his product to make good on one claim. Farmers bought liberally of it because it was well advertised. But the re-orders did not arrive. And although that fault has long since been corrected, difficulty is still being met in putting the article across in the same field.

I believe the same procedure may profitably be used in connection with the advertising of the so-called luxuries which the farmer to-day is buying more and more. Retailers everywhere say the farmer is calling for advertised goods and he is "ripe" to buy more of them.

Cowan Joins American Litho

Laval A. Cowan, advertising manager of the Standard Mail Order Co., of New York, until the merger this August with Perry, Dame & Co., joined the forces of the American Lithographic Company, on October 1. Mr. Cowan had been connected with the Standard Mail Order Company for the last seven years.

Munsey Drops "Sun" as a Morning Title

Frank A. Munsey, publisher of the *Sun and New York Herald*, the *Evening Sun* and the *Evening Telegram*, on October 1, dropped the title of *Sun* from his morning daily, the paper becoming the New York *Herald*. The name of the *Evening Sun* was changed to *The Sun*.

In making this change, Mr. Munsey said that his object was to preserve the individual identity of *The Sun* and of the *New York Herald*. The consolidation of the two *Suns* into one evening paper, will also overcome an editorial difficulty, avoiding complications and misunderstandings, Mr. Munsey stated.

New York Display Men Organize

Display men of the leading New York stores this week organized themselves into an association affiliated with the International Association of Display Men.

The international association is an organization primarily for business education and has for its motto "Better Displays —Better Business." Charles F. Wendel, of Detroit, is president. Among the New Yorkers who are officials are Herman Frankenthal, of B. Altman and L. E. Weisgerber, of Lord & Taylor's, on the executive committee; Edward Munn, of the Franklin Simon Company, on the membership committee; C. J. Potter, of the *Dry Goods Economist* on the publicity committee and a member of the speakers' bureau.

Chicago Journal and Other Dailies Go To Three Cents

The Chicago *Journal* on Monday of this week increased its retail price from 2 to 3 cents. The *Journal* is the fourth of Chicago's six dailies printed in English to go to 3 cents. The Chicago *Tribune* and the *Daily News* still remain at 2 cents.

Effective also on Monday, the prices of the Des Moines, Iowa, *Tribune*, and the *Capital*, evening papers, were changed from 2 to 3 cents a copy.

In Erie, Pa., the *Daily Times* and the Erie *Dispatch* have announced that beginning October 1, their prices will be raised from 2 to 3 cents.

Taylor Society Sales Conference in December

A change in the schedule of meetings to be held by the Taylor Society for the promotion of scientific management has shifted the conference of sales executives which was to be held at Springfield, Mass. on October 14, 15 and 16 to December 2, 3 and 4 when it will take place in connection with the New York meeting of the Society on those dates. The Springfield meeting, which will be devoted to production problems, will be held on February 24, 25, and 26 and there will be a meeting at Cleveland in May, 1921.

Increase in Living Prices

According to the National Industrial Conference Board, the increase in the five major items in the cost of living between July, 1914 and July, 1920 was as follows:

Food	110	per cent
Shelter	58	per cent
Clothing	166	per cent
Fuel, heat and light	66	per cent
Sundries	85	per cent
Average	104.5	per cent

A Plain Statement Regarding Print Paper

Various reports from different sources would seem to indicate that my activities in the interest of new production are arousing serious criticism from manufacturers and others unfamiliar with the facts.

I am not seeking to injure the industry of paper manufacturing. Our contracts will be set on the basis of prices fixed by the largest manufacturers. We do not want to go into the print paper making business unless forced to.

If the manufacturers will not so handle their business as to keep us all supplied with equitable allocation of tonnage at fair prices, we most certainly must do everything in our power to procure the paper we must have to live.

I know more regarding the cost of paper and prospective timber limits and water powers than I did a few months ago.

Even now it is not too late for the print paper manufacturers to come forward with assurance of fair equalization of supply to all customers.

Meanwhile publishers who desire to save themselves from possible annihilation will do well to forward tonnage contracts to me.

JASON ROGERS,
Publisher, The New York Globe.

New York, Sept. 27, 1920.

Trade Paper Advertising Cuts Years to Months

How the Under-Feed Stoker Company Shortened the Introductory Period For a New Technical Product

RUSSELL T. GRAY
Advertising Engineer

MANY manufacturers have found that the introduction of new power plant equipment to the engineering fraternity is a long, hard job. Two or three years of tests on trial installations are usually necessary to convince the leading consulting engineers, before consideration will be given to new equipment. Close records of mechanical performance data over several years are sometimes required before favorable action is obtained.

Therefore, the success of the Under-Feed Stoker Company of America, Detroit, Michigan in winning a wide acceptance for a new type of mechanical stoker for power plants, called the Jones "A-C" within a few months after its introduction is a remarkable tribute to the effectiveness of effective trade paper advertising. For it was a carefully prepared trade paper advertising campaign that completed in those few months introductory work which usually requires from two to three years. At the end of ten months leading engineers in every section of the United States—readers of that advertising in technical papers—were recommending the "A-C" and specifying it in their plans; and executives—readers of that advertising in business papers—were asking that it be installed in their plants.

This campaign was designed to reach three classes of prospects: (1) the consulting power plant engineer; (2) the operating engineer and (3) the higher executive in all industries generating steam power. Dominant advertising in the technical and business papers formed its basis, on which was erected a structure of catalogues, booklets, sales letters and other sales helps.

To reach the engineer, publications as *Power, Power Plant Engineering, National Engineer* and *Electrical World* were used, employing big space and color insertions. *Industrial Management* and *Factory* were used to reach the executives. Copy for these papers was made non-technical: the same points of advantage were discussed, but in a non-technical style.

In addition to this publications advertising, we carried on a very thorough direct mail campaign, a feature of which was the use of two unusual catalogues. For the engineer, there was a leathered-covered loose leaf portefolio containing a fund of technical information on the Jones "A-C" stokers and their installation. For the executive, we prepared a de luxe catalogue 14x21 inches, bound in an imported Japanese wood veneer cover, containing a hand-colored section view of the stoker in operation and photographs of test installations. This book has proved of much value in convincing executives who do not readily grasp the technical advantages of this stoker, but who, consciously or subconsciously, appreciate the stability and business character of the Under-Feed Stoker Company by this extraordinary presentation of its product.

Yet, after all, these things are only accessories to the technical paper advertising. It is that which put over the "A-C."

New Ayer Accounts

N. W. Ayer & Son, Philadelphia, is now handling advertising for the Wood Shovel & Tool Co., Piqua, Ohio, and for the Weaver Piano Co., York, Pa.

Frank A. Arnold to Investigate Foreign Trade

Frank A. Arnold, secretary and director of the Foreign Service Department of Frank Seaman, Inc., New York, will sail for Europe on October 20 to make a study of the international advertising and foreign trade situations.

McCoy, Advertising Representative for General Motors Export Co.

D. B. McCoy has been made advertising representative for the General Motors Export Co., and will make his headquarters at the new London branch office of that organization. The Export Company, in sending McCoy abroad, expresses its belief that adequate advertising is as necessary in foreign business as in domestic development.

Mr. McCoy several years ago handled the advertising for the Oakland Motor Car Co., Pontiac, Mich. Three years ago he was made advertising manager for the Olds Motor Works, Lansing, Mich., and recently he was transferred to the Export Company.

F. J. Ross Co. Places Fidelity & Deposit Advertising

The F. J. Ross Company, New York, is now placing advertising for the Fidelity and Deposit Company of Baltimore, Md. Full page advertisements have been sent to some 50 newspapers throughout the United States.

Maternach to Advertise Shot Guns

The Maternach Company of Hartford, Conn., has obtained the advertising account of the Hunter Arms Company, manufacturers of shot guns at Fulton, N. Y.

New Orleans "Item" in New Home

The New Orleans *Item* on Tuesday moved into a new, splendidly equipped, four story building which extends from Union Street to Perdido Street. Besides a complete photo-engraving plant, the newspaper will have every approved and tested machine for speeding the production of a modern afternoon daily.

Rowland to Advertise Business Show

Advertising for the Seventeenth National Business Show, Exposition of Administrative Methods and Equipments, which is to open in Grand Central Palace for one week beginning Oct. 25, will be handled by the Rowland Advertising Agency, Inc., New York.

Advertisers Protective Agency Formed

M. E. and C. E. Norwood, 3d., and W. S. Vogel, 300 Canal Street, New York, this week incorporated the Advertisers Protective Agency with a capital of $20,000.

New Buffalo Advertising Firm

The Magnetic Advertising Co. has been incorporated in Buffalo, N. Y., with a capital of $300,000 by C. D. Oversmith, D. N. Hoser and B. B. Lansill.

Alexander, Eastern Manager of "Holland's Magazine" and "Farm and Ranch"

R. B. Alexander has been appointed Eastern Manager of *Holland's Magazine* and *Farm and Ranch*.. Mr. Alexander's territory will include New York, Pennsylvania, the New England States, the Virginias, Carolinas, Georgia and Florida.

Hume, Executive Secretary for National Publishers

Frederic W. Hume has been appointed executive-secretary for the National Publishers' Association.

Brotherton-Knoble Open in Cleveland

Brotherton-Knoble Company, of Detroit, has opened a branch office in the Plymouth Building, Cleveland, under the management of Dwight M. Wiley, formerly advertising manager of the Printz-Biederman Company, Cleveland. Mr. Wiley was with the Printz-Biederman Company for six years.

Beech-Nut Advertising with McCann on January 1

The advertising of the Beech-Nut Packing Co., Canajoharie, N. Y., beginning January 1, 1921, will be placed through the H. K. McCann Co., New York.

Walnut Campaign Started October 1

A $300,000 advertising campaign for the California Walnut Growers' Association, Los Angeles, was launched by the H. K. McCann Co., San Francisco, on October 1. The campaign will include 23 full pages in magazines used in color.

Collier's

THE NATIONAL WEEKLY

5¢ a copy

CARTER INX PRODUCTS

Carter's Ink and Collier's

Collier's is the backbone of the Carter's Ink Company's national advertising campaign.

Read Collier's

The Three Husketeers of Modern Business

A Sketch of Their Ambitions, Activities and Peculiarities Which Accounts for Much of the Good and Bad in Advertising

By THOMAS L. MASSON
Managing Editor of *Life*

THE Three Musketeers of Dumas' great novel were Athos, Porthos and Aramis. Brave blades were they!

The three Husketeers of the modern business world are the Advertiser, the Advertising Manager and the Editor. I put them in alphabetical order, to avoid the appearance of what might be termed a pernicious precedence. The Editor believes in his heart of hearts that without him the others could not exist. The Advertising Manager believes the same about himself, with certain concessions to the special abilities of the Editor. The Advertiser knows that without him the other two would doubtless be distributing their genius through other channels. They might be running a circus, or a campaign, a vaudeville, or (to make a noise more like real culture) a Chautauqua Circle, a new movement in art, music or literature, or a Greenwich Village. The Advertiser is a practical man. He is under no illusions. Money may not talk to him in the loud voice it once had —when it was really worth something—but its whispers are still fairly articulate. And the other two are also hard headed and practical men, and also under no illusions. Their world is mental, not physical, a world symbolized by make-up sheets, typewriters, card index systems, steel filing cases, advance schedules, payrolls and check books, rather than that of the musket and the sword. These three modern adventurers employ brains plus psychology, where Athos, Porthos and Aramis employed brains plus brawn.

Nevertheless, there is something else that we must take into account whether we are examining a Gallic swashbuckler or a Yankee husketeer, whether it be muscle or hustle. When you have made your off-hand estimate of any man, it is well to go over it again and revise it: You may then discover something that you overlooked—subtle, mysterious, invisible, yet working out into definite and tangible results that are astonishing because they appear to have no basis in self-interest. Foolish things these. They appear to have no right of domain in the material world. They are squatters. Now you glimpse them and now you don't. Their trail lies under the trodden ways of big business, along the column rule, through the accounting department. It glimmers in the safe deposit box and with its magic presence transmutes gross matter into imperishable heritages. Romance, chivalry, friendship, self-sacrifice—where would Athos, Porthos and Aramis be today without these? Dead ones. Deader than an Egyptian mummy. For even a gentleman Egyptian mummy secretes humor, as when Mark Twain, after observing one of them closely for some moments remarked: "Well, if he ever comes to life, you can cable me at my expense."

NOT GENERAL KNOWLEDGE

A sordid business firm I know employed a stenographer at twenty dollars a week, and she wasn't so good either. She married a man who developed tuberculosis, who died in a couple of years. The firm sent her flowers, paid the funeral expenses and although the poor girl's tragedy had increased her incompetence, they made a place for her, quite possibly without the advice of their efficiency expert.

Mixed up with the sordid and ignoble motives to which human beings after many thousands of years are still habituated, there is as much chivalry in the Three Husketeers as in the Three Musketeers. The other day I met a "Materialistic" advertising manager who confessed to me in low monotones, that he had been reading Confucius, and Confucius never carried a "line," or sported a bank account.

Now this is strictly sub rosa and not to be shouted from the house tops that overlook the golf links on Sunday morning, but there are moments when I believe there is actually more spirituality in business than in the church. A certain printer who was out on strike last December met the employer against whom he was striking, and said: "My wife has been taken sick and I can't pull through." "How much do you need?" said his employer.

We miss it when we think of the spiritual without the material, or the material without the spiritual. The spiritual must work through the material. Lightning must have a conductor. I am coming to those three Husketeers in just a moment. But consider briefly a church. A church is surely the most spiritual thing there is. It stands for salvation, immortality, it is the soul's receiver, the advance agent of heaven. Yet without its material machinery, where would it be? The minister must be paid, even if he is generally underpaid. Pew rents must be paid. To be effective spiritually, a church must be run on business lines. And the vestry are generally selected because of their business experience. The big business man meditates in his manner as much as the religious ascetic, and both surround themselves with machinery designed to protect them in their sanctuaries. One of our biggest Editors has no telephone nor stenographer in his private room. No mediaeval monk has anything on him.

ROUGH STUFF SOMETIMES NEEDED

Now let us be practical. A little rough stuff now and then is relished by the wisest men. And the real trouble with the Three Husketeers is that they don't know each other better. The Advertising Manager is popularly supposed to control the Editor. He doesn't. The Advertiser is popularly supposed to control both the Editor and the Advertising Manager. He doesn't. And all three of these Husketeers are popularly supposed to be controlled by certain Mephistophelian financial interests who sit up into the small hours of the morning concocting vast conspiracies to undermine the Republic.

As a matter of fact most of them are at musical comedies, the movies or playing rubbers of bridge. Granted that every man is out for himself —as he ought to be—there is always an unknown zone where mysterious human impulses are generated — momentarily irresponsible, and seemingly foolish things — that afterwards, as they work out into the concrete, prove to be the source of the inspiration that keeps human beings going at all—and this in spite of obvious corruption, obvious greed and obvious hypocrisy.

Each of the Three Husketeers is



Panorama view of the business district of Des Moines

National Advertisers Should Follow the Footsteps of the Home Merchant

THE home merchant is on the ground floor—he knows his home newspapers—he is fully cognizant of which among them leads in editorial strength and reader influence—he is therefore able to judge which is the best advertising medium. Editorial strength and reader influence have a great deal to do with the result obtainable by an advertisement

The Des Moines Capital has a strong Editorial and reader influence throughout the state of Iowa. Its readers believe in its columns—both news and advertising, because of a strict adherence to honest news, honest views and honest advertising. Capital readers are therefore very responsive to advertising. This is a significant fact for the National Advertiser to consider.

Here's how the 23 Des Moines' Largest Advertisers use their home town newspapers :

JUNE

During the month of June these 23 stores used 29 per cent more space in The Capital than in the second newspaper — 68 per cent more space than in the third and 77 per cent more space than in the fourth.

JULY

During the month of July these 23 stores used 25 per cent more space in The Capital than in the second newspaper—71 per cent more space than in the third, and 72 per cent more space than in the fourth.

AUGUST

During the month of August these 23 stores used 34 per cent more space in The Capital than in the second newspaper—64 per cent more space than in the third, and 70 per cent more space than in the fourth.

Business Is Good In Iowa!



Member A. B. C.

Iowa at the present time is rolling in wealth. Everybody is prosperous. Iowa's bumper crops will soon be turned into millions of dollars in cash.

The Iowa market never fails because Iowa is a food producing state—this affords a staple condition. Iowa's total production of food products this year will be nearly $2,000,000,000.

Why not start your advertising campaign in this fertile territory, and let The Des Moines Capital, Iowa's favorite newspaper, be your medium?

The Des Moines Capital

LAFAYETTE YOUNG, Publisher

OMARA & ORMSBEE, Representatives

New York Chicago

careful not to be seen too much with the others, for fear his motives will be questioned. Yet if the Editor had sustained faith enough to put himself in the hands of the Advertising Manager, he would discover in a very short time that that gentleman would be just as jealous of the editorial prerogatives as he himself. For the Advertising Manager would learn, if he didn't know it before, that the circulation of any periodical—in the long run, and that is the only thing that counts—is entirely subject to the sincerity and independence with which the periodical is run. The public always knows. If, similarly, the Advertising Manager would trust the Editor, he would likewise discover that that gentleman, without the methods used by the Advertising Manager, cannot hope to make his paper succeed. Many of these methods he acquires himself by experience. For both of them have a common object. The stuff they put out must be interesting. Frequently advertisements are more interesting than the reading matter next to them. Literary art? Of course. You may be sincere and interesting and still be a bore. And the public simply will not be bored.

And the Advertiser? When he puts himself in the place of these other gentlemen he learns that they cannot afford—in the long run—to fool him. There are increasing instances where advertising managers of established periodicals refuse to accept certain "ads" because their experience tells them that those "ads," in the form submitted will not pay the advertiser and therefore will not—in the long run—pay them. There are association of advertisers. There are associations of advertising managers. There are associations of editors. There ought to be an association combining all three.

This is not a sermon, an essay, or an argument. It is a sketch. Think it over.

Advertising Convention at Des Moines Proves Highly Successful

The Associated Advertising Clubs of Iowa and the Advertising Clubs of the Iowa-Nebraska-Kansas District Hear Many Valuable and Interesting Addresses in Joint Convention

THEY are proud of their city, the advertising men of Des Moines, prouder of their excellent and progressive advertising club, but proudest just at this time of the first convention of the Associated Advertising Clubs of Iowa, which the Des Moines Club staged in their city September 22 and 23, and of the convention of the clubs in the Iowa-Kansas-Nebraska District held simultaneously, and ending with a special conference on September 24.

The program was excellent, of course, with the wealth of talent Iowa can furnish, and it went through without a hitch and with scarcely a break in the ranks of speakers. A reception committee met every train and escorted delegates from other cities to the rooms already prepared for them in the Fort Des Moines and the Savery hotels. Ranks of private cars were always waiting outside the hotels to take people wherever they found it necessary to go in the city, the assembly room was commodious and comfortable and the presiding officers at the meetings strictly attentive to their duties.

A number of officers of the national association came in from Chicago, where they had attended a meeting of the National Executive Committee, President Rowe Stewart among them, and were welcomed as they stepped from the train, guests of the Des Moines club from the time they left Chicago.

The interest of Iowa in Vigilance work is well known, and there was not a little contest for that coveted cup which the state association offered for the club in Iowa which had done the best work in Vigilance during the year past. The claim of Marshalltown was adjudged the highest, and to it the trophy was awarded by the judges.

MASON CITY MAN HEADS CLUBS

Election of officers of the Associated Advertising Clubs of Iowa, resulted in H. M. Knudson, of Mason City, being elected to the presidency; W. S. Arant, Des Moines, first vice-president; O. E Having, Fort Dodge, second vice-president; H. L. Adams, Perry, secretary; and Roy O. Louden, treasurer.

Dr. Arthur Holmes, president of Drake University, opened the first session with an address based on the action of the human mind in relation to advertisements. First he told in easily understood, though somewhat technical, terms, what psychology is. Then he applied the effect of advertisement upon it to the advancement of civilization. He declared that every want of civilized man that lifts him above the level of the savage could be traced to advertising in some form or other, and illustrated his contention by many instances.

Describing the uplifting effect of advertising upon men and women, Dr. Holmes described a campaign for the sale of music and showed how it inevitably improved the morale of the entire community in which it was prosecuted.

Raking up the old question of the value of the sex appeal in advertising copy Dr. Holmes said:

"Take a street car advertisement that displays a peroxide blonde in an advertisement for suspenders. Every young man in the car catches sight of the blonde. 'Fine girl,' he says to himself. But does he think of suspenders? He does not. The thought that comes to his mind probably is that he will take Mary to the motion picture show tonight, that thought being engendered by the picture of the blonde. He calls Mary up when he gets home, takes her out and spends all his money. So that even if the suspender idea had got across to him, which it had not, he wouldn't have anything to buy suspenders with."

George B. Sharpe, of the Cleveland Tractor Company, attributed the large increase in his concern's business to properly directed, persistent advertising campaigns.

GEORGE B. SHARPE SPEAKS

"In 1917," he said, "my company had no domestic industrial business on its books. After then it began to advertise, and now the domestic industrial business amounts to 20 percent of the entire volume."

His copy is confined to five zones in the United States and to two in Canada. Farm paper advertising was found profitable, of course, but was at its best when followed by a direct mail appeal. Large production demands large selling, he held, and advertising is the highest type of massed salesmanship. To its use he attributed the growth of his company's business from $1,000,000 in 1917 to $15,000,000 last year.

Roy O. Louden, of the Louden Machinery Company, Fairfield, Iowa, said a good word for business papers. An absolutely checkable advertising campaign without business papers, he declared, sold 5,000 units of his product in a year. The next year business papers were added to his list, and the sales jumped to 52,000 units.

"COFFEE WEEK" ADVERTISING PAID

Speaking of quick results from an advertising campaign, J. Sidney Johnson, of Voss Bros. Manufacturing Company, Davenport, Iowa, said that in "Coffee Week" advertising sold for his concern 100 pounds of coffee each to 1,800 dealers, and brought about several hundred window displays which had a continuing effect upon business.

Robert E. Ramsay, of the American Writing Paper Company, Holyoke, Mass., described in detail, aided by a number of charts, how direct mail advertising ties up with advertising through other mediums.

There was a great deal of much-



—where agricultural wealth is unprecedented and crop conditions never more promising than now. The latest United States Government crop reports estimate that Iowa will yield 413,100,000 bushels of corn and 217,388,000 bushels of oats, which is approximately 45% more than the yield of any other state for each of these crops. In addition to this, Iowa ranks first in the value of live stock.

Manufacturers of Farm Implements and Machinery, Tractors, Motor Trucks, Automobiles, Building Material, and many other large manufacturers recognize the high standing and influence Wallaces' Farmer enjoys with farm folk and, in turn, place more advertising in Wallaces' Farmer than in any other Iowa farm paper. As a result, Wallaces' Farmer leads all Iowa farm papers in the total amount of all commercial advertising carried.

For special data and information pertaining to the Iowa market, write

Western Representative
STANDARD FARM PAPERS, Inc.
1341-3-5 Conway Bldg., Chicago, Ill.

Eastern Representative
WALLACE C. RICHARDSON, Inc.
95 Madison Avenue, New York City

WALLACES' FARMER
Good Farming; Clear Thinking; Right Living
A Weekly Journal for Thinking Farmers
DES MOINES, IOWA

OF KNOWN VALUE
STANDARD
FARM PAPERS

enjoyed humor in the address of John H. Kate, president of the X-Ray Incubator Company, Des Moines, but he made one statement that caught the serious attention of his hearers.

"We have kept a complete record of the returns from 400 papers we have used for advertising," he said, "and we find that of them only 75 have brought back to us in sales an amount equal to the sums we have spent in using their columns. Not long ago we used a farm paper, a fraternal paper, and a Southern list of 17 religious papers, keying our announcement, investing $700 in each of the papers and an equal amount in the group.

"The fraternal paper sold two incubators; the religious sold not a single one; but the farm papers sold a whole lot of incubators at $25 each, and we cast up the cost to us at just $1.96 apiece for the sales."

Frank A. Black, of Filene's, Boston, a vice-president of the national organization, told in intimate detail how his store operates in both merchandizing and advertising. He said that Filene's invests 4.9 per cent of its sales income in advertising, and declared that, conditions varying with different localities and situations, department store appropriations for advertising account might range from 2 per cent to 10 per cent.

Interesting Church Advertising Campaign

Practically every prominent church in Des Moines was represented by the 75 ministers and laymen at the luncheon of the Church Advertising Division Thursday. This is a department recently started by the Des Moines Advertising Club, with charactristic enterprise, and is developing rapidly.

The Rev. Harold Holt, of Old Trinity Church, Niles, Mich., was the only speaker. Mr. Holt, a young man with progressive ideas, showed by a chart he had prepared the effect of advertising upon church attendance and church contributions. For the year before his church undertook paid advertising regularly, buying large space in the local paper, attendance and contributions both were below the normal of what might be expected. As soon as the advertising campaign began both the blue line, indicating attendance, and the red line, indicating contributions, took an upward tendency that never slackened materially. The odd part was that the red line grew much faster and climbed in all instances much higher than the blue line.

Mr. Holt exhibited copies of his advertisements showing that they told of every conceivable activity and characteristic of his church. He showed, also, that by advertising the names of members as waiting to welcome strangers he rid the membership of a snobbishness they had, and made them live up to the cordiality and democracy the advertisements attributed to them.

"Chasing the Blues" Evening

To relieve the convention of possible monotony, which is ever ready to creep into such a meeting, the Des Moines Advertising Club held a "Chasing the Blues" evening on Wednesday. The great ball room of the Fort Des Moines hotel was decorated as for a carnival. From the galleries, and from the floor, too, confetti was scattered as at a Mardi Gras. There were paper caps, balloons and other favors to distribute freely among the guests, and an excellent band to furnish music for dancing.

Many of the delegates had brought their wives with them, and the ladies of the Des Moines Club members were there, also. For their delectation, since it is seldom that women get an opportunity to see two scrappers at work, a bona fide boxing bout, by professional boxers, was put on.

On the evening of Thursday, the second and closing day of the convention, there was a banquet at the Fort Des Moines Hotel. C. A. Baumgart, president of the Des Moines Advertising Club, presided, and the toastmaster was J. B. Weaver, of the Iowa Legislature.

Among the speakers were Richard H. Lee, special council of the National Vigilance Committee, A. A. C. of W.; Rowe Stewart, president, A. A. C. of W.; Clyde L. Herring, Democratic candidate for Governor of Iowa; T. W. Le Quatte, vice-president A. A. C. of W. for the Ninth, or Iowa-Kansas-Nebraska district.

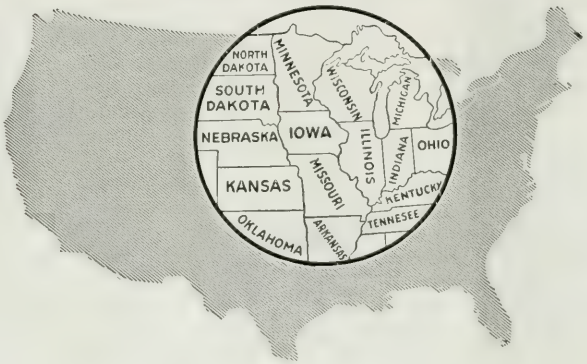
The I-N-K Conference

The conference of advertising clubs of Iowa-Nebraska-Kansas, composing the Ninth District, called by T. W. Le Quatte, vice-president of the Associated Advertising Clubs for that district, was held on Friday, September 24.

A list of eighteen subjects had been prepared for discussion. They were: Club organization, problems of program committee, The House Committee job,

Middle West Circulation

Small Town Field



555,310 in Sixteen States

Shown by A. B. C. Auditor's Report

Illinois	66,430
Iowa	64,572
Ohio	68,105
Missouri	51,402
Michigan	44,323
Nebraska	42,625
Minnesota	38,334
Indiana	37,818
Wisconsin	34,545
Kansas	33,971
Oklahoma	18,212
Kentucky	12,983
North Dakota	12,316
South Dakota	12,187
Arkansas	11,691
Tennessee	5,796
	555,310
Eastern and Southeastern States	28,835
Western and Southwestern States	22,176
Total, Paid in Advance Circulation	**606,321**

PEOPLE'S POPULAR MONTHLY
Des Moines, Iowa

Concentrated circulation, with groups of subscribers in thousands of small towns in these sixteen states, means real influence with the local trade. Through our promotion department, established in 1913, we aid our advertisers in extending their distribution, getting co-operation of alert and progressive retailers.

Vigilance Committee work, getting new members, holding old members, what constitutes a desirable member, how large a club should be, Publicity for club work; Educational work on advertising among consumers; Development of advertising courses in educational institutions; Cooperation with other commercial bodies; Cooperation with women's clubs; Cooperation with civic organizations; Organization and promotion of other clubs; Value of state associations; Value of a (State) district organization; Value of affiliating with the national organization.

Each subject was taken up in its order and discused freely, experiences being recited and new plans being developed. Formal conclusions were not arrived at, of course, since it was announced that for the conference to lay down any rules might be inadvisable, because a majority opinion, and perhaps even an unanimous opinion, might by some clubs be considered binding when the result of the conference was reported by the representatives on their return home.

There seems to be little doubt, if the strong sentiment of the conferees be any indication, that both Kansas and Nebraska will soon organize state associations. Kansas and Nebraska men were present at the Iowa state convention the two days previous to the conference, and they brought to the latter the enthusiasm engendered by their attendance. Iowa promised all the aid it could possibly give towards the creation of these projected state associations, and Kansas and Nebraska men showed an eagerness to proceed.

Iowa Newspaper Advertising Managers and Publishers Form Association

Iowa newspaper advertising managers and publishers formed an individual association at a breakfast at Hotel Savery III. in Des Moines during the convention last week.

H. T. Watts of the Des Moines *Register* and *Tribune* was named president, George F. Thayer of the Marshalltown *Times-Republican* vice president, and Claire Marshall of the Des Moines *Capital* secretary.

Other members are: H. B. Lee of the Fort Dodge *Messenger;* Lee P. Loomis, Muscatine *Journal;* Walling, *Oskaloosa Herald;* Jesse Phillips, Davenport *Times;* H. B. Lee, national vigilance committee; Rowe Stewart, Philadelphia *Record;* Walter Sammis, editor *Associated Advertising;* Frank Black, Boston; Frank Armstrong, vigilance committee; Mr. Marvin, *Sentinel-Post,* Shenandoah; O. L. Taylor, Council Bluffs Nonpareil; J. D. LeCron, Des Moines *Register and Tribune;* M. M. Mauger, Des Moines *Register and Tribune;* Forest Geneva, Des Moines *Capital,* and John Irwin, Des Moines *Register and Tribune.*

Talks On Outdoor Ethics

After cautioning the Outdoor Advertising Association, at its eleventh convention held recently in Cleveland, to keep its boards in trim by guarding against weeds, and by using proper columns and mouldings, George L. Johnson, vice-president of the Thomas Cusack Company, talked about high standards in clientele. He said in part:

"Probably the most important of all things is clientele. When business is good every plant owner selects the very best of the concerns in his town as his advertisers. When there is a likelihood of a let-up in business there are some men who are prone to listen to the siren song of the patent medicine men and the undertaker. Don't do it, don't make that fatal mistake. When you have good company on your plant you will have a desire to be in that company.

"You are likely to have agitation and adverse legislation and more criticism than during the past ten years. The average objection to the outdoor sign is not objection to construction; the average man and the public do not take up detail. We should be most careful in the type and character of copy that is used. Have nothing on the plant that anyone can possibly object to.

"It used to keep me busy turning down patent medicine advertising—even good sized orders. I've seen a man in Chicago with $125,000 worth, and I told him if it was $8,000,000 worth they could never get it on our boards. Keep this point in mind and you will succeed." (Applause).

Postal Savings Increase

During August there was an increase of 1,216 in the number of postal savings depositors in New York, making now more than 158,000 depositors having open accounts. Total deposits here are $47,870,511.

Passengers Over the Central

The New York Central brought 35,000,000 passengers to New York City in 1919, and the West Shore 25,361,499 passengers.

Terre Haute's Matchless Transportation Facilities

The location of Terre Haute at the center of distribution, and also at almost the exact center of population, peculiarly recommends itself to the wise manufacturer.

Not only does the Terre Haute manufacturer economize on the advanced freight rates, and save waste haulage, thru his strategic position at the center of population, but he is also at the base of a splendid coal supply, and perfectly situated from a transportation standpoint.

Five big railroads, operating a total of 14,627 miles, reach Terre Haute daily with an average of 127 freight and 67 passenger trains. Exclusive of coal, there were 1,653,799 tons of freight outbound from Terre Haute and 1,323,375 tons inbound to Terre Haute in 1919.

Terre Haute, tho at present in an exceedingly prosperous condition, is in a position to care for the transportation needs of many new industries, to provide them with good factory sites, the best of terminal facilities and easy access to the great markets of the United States.

The Greater Terre Haute Club will be glad to furnish data that will be extremely interesting to manufacturers. All advertisers will do well to write for the analysis of The Greater Wabash Valley Empire, prepared by The Terre Haute Star, the dominating newspaper of this section.

The Indianapolis Star, The Terre Haute Star and The Muncie Star offer to discriminating advertisers the least expensive and most effective method of covering Indiana. They compose

The Star League of Indiana

The Greatest Combination of Quality Circulation in Indiana.

Eastern Representative—Kelly-Smith Co. Marbridge Building, New York.

Western Representative—John Glass, Peoples Gas Building, Chicago

OF THE SHAFFER GROUP OF NEWSPAPERS

Putting a New Incentive Into the Sales Contest

How the Pyrene Company Made the Interest of the Home Office Produce Results

AFTER THE sales contest, what? When "the tumult and the shouting die" and you come to check up on the results of your successful salesmen's competition, what do you find in the way of actual net?

Probably you can show as exhibits a heavy batch of orders, two or three members of your staff marked distinctly as leaders, the whole force exhilarated—and perhaps exhausted—a slackening up of reaction after announcement of the winners and the standings, charges against running expenses amounting to the size of the prizes offered and won, possibly some disgruntlement among the men who "also ran," and always a little cynicism here and there expressed in an occasional remark in the tenor of, "Oh, well, the house won, anyway," or more, sourly, "Same old bait—and same old fish, aren't we?"

DOES THE HOUSE WIN?

But how about the net when you have entered all these items up on the credit and debit sides of your mental account book? Has the house really "won, anyway"—not in winnings that can be expressed in number or amount of orders, but in such intangible assets as are deduceable from the future efficiency and morale of your salesmen? Some of our most popular, best advertised, most "psychologically perfect" sales contests would show amazingly poor results if we judged them by such winnings for the house.

The foregoing comment furnishes "atmosphere" for a brief story of a recent sales contest that was staged with a very definite view to what may be called its "long-run" results, its influence on the relation between the sales force and the home office; and which called that relationship into play as a factor for success.

It was held by the Pyrene Manufacturing Company, makers of "Pyrene" and "Pyrene" Fire Extinguishers and took place just prior to the annual salesmen's convention held in New York, August 30 to September 3. G. P. Rogers, "Pyrene's" sales manager, was responsible for it.

About the time that the coming convention, the big instruction and entertainment event of the year, began to bulk large in the salesmen's consciousness, Mr. Rogers began sending out letters to his divisional heads and to the members of their sales forces, urging upon them the prestige and glory that would be theirs who came into the convention as "winners," bringing in with them enviable sales records. The usual prizes were offered for the individual salesmen and for the division. At the same time, a plus effort, an accelerator, was put behind the contest, with the announcement that the home office was going to take a big interest in and play an important part in it. Emphasis was laid on the attention the home office had been paying to the good work in the various territories and the salesmen were "let in on" the fact that the company officials had formed a pool on the probable sales records of the divisions up to the convention date—that So-and-so, whose name looks so impressive on the company letterhead, was "pulling for" such-and-such a division, that Somebody Else was making up a "book" on the contest, that the president had a side bet of so much that the quota wouldn't be overtopped, and that the rest of his official family had clamored for a chance to cover the money.

THE PERSONAL TOUCH

Then So-and-So himself began to take a hand in the correspondence and, in frequent, encouraging, personal letters to the salesmen in the division he had drawn, to let them know that he was backing them "hard" and expecting "great things" of them. Some of the company officials offered "cigars around" to their territories if they succeeded in winning. But their letters were not all of the old, familiar jazz-'em-up style. Tips about what was going on in other territories were included, suggestive "leads" to sales, ideas as to possible new sales arguments that had struck the writers as effective, information on production and delivery data that might help; in short, such real, unaffected good counsel as a friend, backer and well-wisher would give an athlete about to enter into a strenuous contest in which he was interested. This kind of correspondence, kept free from patronage, but with a persistent undercurrent of encouragement to greater effort, was continued until the men came in to convention headquarters at the Hotel Commodore in New York.

Incidentally, the same thing, on a smaller scale, went on in some of the divisional offices where each girl clerk or typist had an opportunity to bet on a "favored salesman."

"LONG-RUN" RESULTS

Results? Well, Mr. Rogers did not feel free to talk in terms of numbers of sales, but he assured the writer that the immediate results measured in those terms were highly satisfactory. I'll venture to say that the long-run results will be just as satisfactory. These days, salesmen won't fight very hard for a travelling bag, a trip to Atlantic City, a hundred dollars or even two hundred dollars. Alone, no one of these prizes offers enough incentive. If a man tries for such prizes and fails to win them, he doesn't lose anything; perhaps he even gains some satisfaction out of the fact that he has shown himself not too eager to jump at "the same old bait." Given the plus effort of Mr. Rogers' contest there is established a moral obligation to make good. Indeed, every sporting instinct, every urge of vanity impels the salesman to do his utmost to justify the interest of his backers in the exectuive office, to help his division to win the pool. So much for the effect on immediate results. Looking further, we may see how this contact set up between official and salesman can be made productive of good to both. The name at the top of the letterhead becomes to the salesman something more than a driving force; the name on the bottom of the monthly report becomes to Vice-President X or Secretary Y something more than a sales force. It remains for convention day "post mortems" to cement this humanizing relation.

Such a contest is not easily carried out. It requires more than

(*Continued on page 24*)

The Farm Journal

1,050,000 This Month

Painted by Frank Godwin for The Farm Journal



No, This Copy Don't Tie Up to the Picture!

Our latest research report shows that 43.9% of the farm trade wants the best grade of tools, although only 25% of the customers know one brand from another. Farmers are today using 14,400,000 h.p., in engines, tractors and lighting plants. This is at once an opportunity for tool manufacturers as well as those who supply good grades of lubricating oil. For other facts regarding the farm market consult

The Farm Journal

15 E. 40th Street, New York City.	Washington Square, Philadelphia.	Mallers Bldg., Chicago.	Crocker Bldg., San Francisco.

Iowa's Rural and Urban Prosperity Offers Merchandiser Rich, Balanced Market

This State, Ranking High in Value of Farm Products and Living Standards of People, Is Cross Section of American Market

IOWA, considered from the research department's point of view, has been said to represent something closely akin to a perfect cross section of the great American market. An Iowa publication, featuring this fact, has been able to make a strong appeal to national advertisers to use the state as a merchandising laboratory in which to test out their plans on a reduced scale.

There is sound argument in it, as one finds upon coming to classify its population and its resources. Iowa is an exceptionally well-balanced state. It is known as one of the first farming states of the Union, yet its manufacturing industries are of great and growing importance. It is noted for its large, prosperous and splendidly intelligent rural population; yet there are a few more town dwellers in Iowa than there are country dwellers. It is a state of many snugly prosperous small towns; yet it can boast eleven cities of more than 20,000 population, five of more than 40,000 and one of 106,000. It has a salutary infiltration of foreign blood both in its rural and urban populations; but none strong enough at any one point to support a foreign language daily.

It is of rural Iowa and its 1,080,066 people that one hears most and, of course, rural Iowa is of exceeding importance, not only on account of its own buying power, but for its effect on the buying power of the cities, many of whose industries it supports.

THE FARM WEALTH

At the time of the 1910 census Iowa had 216,807 farms, averaging 156 acres. In 1918 these farms produced crops having a total value of $821,920,000, a total which, by the way, was exceeded in the Union only by Illinois (with 3,000 square miles more territory). Iowa produces more oats and corn than any other state. It has twice as many hogs as it nearest competitor, Illinois. It ranks first in the number of horses raised, first in the production of poultry and eggs, third in the number of beef cattle, third in the number of dairy cattle and third in the value of its dairy products. Iowa gets more for her corn than Canada gets for all of its vaunted wheat crop. Its dairies supply 600,000,000 gallons of milk yearly for all purposes. With 10,925,000 hogs—almost five for every man, woman and child within its boundaries—it takes a tremendous annual toll from the packing houses of Des Moines, Chicago and Omaha, to be spent for the tools of production and the comforts of life.

Statistics show that Iowa's chief crops are cereals, dairy and market garden products, hay, wool, linseed, and sorghum. The 1918 crops included 375,624 bushels of corn, 229,572,000 bushels of oats, 4,286,000 tons of hay, 9,648,000 bushels of potatoes, 11,340,000 bushels of barley, and 19,650,000 bushels of wheat.

It is no wonder that Iowa land averages about $155 an acre today, when the average income from an Iowa farm, even two years ago, was $7,345. As far back as the 1910 census Iowans had $3,745,861,000 invested in farm property and, of course, the figure is far above that to-day.

IOWA'S INDUSTRIES

Turning to Iowa's industries in developing our estimate of Iowa's buying power, let us see what contributed to the building up of a total value for factory products in the state amounting to $425,000,000 in 1918. There are more than 5,000 industrial establishments in Iowa. The chief industries are developing with accelerating rapidity. Among these may be named those handling flour, lumber, carriages, bricks and other clay products, cement, woolen goods, boots and shoes, pork packing, saddlery, furniture, and farm implements. These give a large industrial population, which has swollen the total of urban dwellers to 1,277,950 as compared with the 1,080,066 who live in the country.

Here, urban and rural, is not only a prosperous but a highly intelligent buying power. The percentage of illiteracy is the lowest of all states in the Union, or for any similar area in the world. Ninety-nine out of a hundred Iowans can read and write. It is interesting to compare this with six New England states of about the same area, in which only about 95 out of a hundred persons can read and write. In 1918 Iowa had 730,925 persons of school age and 519,814 of them were actually attending school. The state has 26 colleges and more than 200 libraries.

These are a thrifty people. There are 490,000 families in Iowa and 336,000 of them, or 69 per cent, own their own homes. The deposits in Iowa banks January 1, 1919 aggregated $503,000,000.

On the other hand they are "good spenders" when it comes to providing themselves with efficient working tools—modern power farm machinery, for instance—and up-to-date comforts of life. There are 350,000 automobiles in the state, which means one for every nine persons. Their owners spend fifty million dollars for tires each year, and more than twenty-five million for gasoline. In 1918 Iowa farmers spent $11,791,000 for tractors and farm engines.

REACHING THE MARKET

There are scores of ways of reaching this market. Iowa is thoroughly accessible. More than 10,000 miles of steam and electric railways form a network within its borders and no point in the state is more than twelve miles from the railway. Cities like Des Moines, Cedar Rapids, Davenport, Burlington, Dubuque, Council Bluffs, Sioux City and Waterloo are important distribution points.

But the phrase "reaching the market" is used here in another sense as well. It is important to reach your market with your goods, of course, but ahead of that comes the necessity of reaching your market with the advertising that will create a demand for your goods when once placed within reach. There are scores of agencies for reaching your market in that way, also. Take, for example, Iowa's publications.

The number of newspapers and periodicals published in Iowa is 832 according to Ayer's American Newspaper Annual and Directory, which is more than the number published in any other of the western group of states, except Missouri,

(*Continued on page 26*)



Minnesota's Farm Market—a Business Stimulus!

¶ An enormous 1920 crop ably fits Minnesota to assume leadership in bolstering business.

¶ This "Bread and Butter Land," as it may well be called, produces one-seventh of the country's butter supply and more wheat than any other state save North Dakota—another of THE FARMER states.

¶ Minnesota's agricultural development is marked by rapid strides of progress. An average county, Isanti, shows an improved acreage increase of 26.6 per cent since 1910. An increase of 181.1 per cent in land and building values is evident in the same county during the past ten years. There are eighty-five other counties—each with agricultural resources to be developed.

¶ Hand in hand with the State's development, THE FARMER, established shortly after Garfield became President in 1881, has served Minnesota farmers as an agricultural publication. But it is more than that. It is a powerful merchandising force—the key to Minnesota's farm market.

THE FARMER

A Journal of Agriculture

Webb Publishing Company, Publishers
Saint Paul, Minnesota

Western Representatives:
STANDARD FARM PAPERS, INC.,
131 Conway Building,
Chicago, Ill.

OF KNOWN VALUE STANDARD FARM PAPERS

Eastern Representatives:
WALLACE C. RICHARDSON, INC.,
381 Fourth Avenue,
New York City.

MEMBERS AUDIT BUREAU OF CIRCULATIONS



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstitution and tradition and to create the good will of the Foreign buyer.

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

The Men and Women Who Make Our Mediums

C. K. BLANDIN
St. Paul *Dispatch* and St. Paul *Pioneer Press*

One of a Series of Informal Visits with the Leading American Editors and Publishers with the Object of Interpreting What They Mean to Advertisers

By CHESLA C. SHERLOCK

SUCCESS is not the real test of the worth of a man. It is a measure, no doubt, according to our way of looking at things. But it seems to me that the real test of the worth of a man is what he himself thinks of the things he has accomplished.

Is he uppish? Has he gotten to the place where he not only values himself at par but considerably over? Has his success gone to his head?

When you meet C. K. Blandin, publisher of the St. Paul *Dispatch*, and the St. Paul Pioneer *Press* you meet a case where it hasn't.

In talking over his experiences, Mr. Blandin casually remarked:

"Sometimes it all seems like a dream to me. I wake up in the middle of the night and that old feeling comes over me again with a rush, that feeling I had when I was walking the streets of Minneapolis with $5 in my pocket hunting a job. Yes, it seems like a dream; even after all these years!"

And the thought came to me with startling emphasis: "Here is a real man!" For he was the first I ever had heard talk that way.

And, through it, I began to understand some things that had not been clear to me before, the why, for instance, of the unusual success of the man in his work and the reason why this employer is invited by his employes to attend their union meetings and take part in their deliberations!

UP FROM THE RANKS

That he has the worker's viewpoint goes without saying. He came up from the ranks; he fought for a living and an education at the same time; he worked in mining camps and read books at night; he tramped over the face of the earth hunting for the rainbow's end.

"I think it is because I came up from the ranks," he said, "that my employes trust me and want me to take part in their deliberations. That, more than anything else, has pleased me. I would rather have them feel that way about me than to be a great This-or-That."

Mr. Blandin commenced to learn the printer's trade when he was nine years old. From that day to this he has paddled his own canoe. At 12 he left Iola, Wisconsin, where he was born in 1873, and followed the trade on other papers in Wisconsin.

At 14, he was working on a paper in Ironton, Michigan, right in the heart of the iron mining region. "It was anything but a place for a boy," he said. "It was a hard side of life that I saw, but the knocks and the sordidness of it made a man of me. I worked there for a while and then drifted to St. Louis.

"From St. Louis I went to Southwestern Minnesota to a small town named Marshall. There I took a teacher's examination. I got a permit, although I don't believe I ever passed the 'exam,'," he added, smiling.

"I taught district school in the country for three years and then went to Sanborn, Minnesota, where I founded a newspaper, the Sanborn *Sentinel*. I was then 18 years of age.

ADVENTURES OF A PUBLISHER

The story is told that Mr. Blandin went down to St. Paul to get type and equipment for his new paper. He was not familiar enough with the business, in spite of his printer training, to know just what sort of equipment he needed. He went to a house in St. Paul, and was turned over to a nice, young salesman, who spent three days with him picking out a complete outfit.

At the end of that time, the salesman asked: "How do you wish to pay for this?"

"I'll have to give my note," replied young Blandin, without batting an eye.

"But how much can you pay down?" pressed the salesman.

"I can't pay anything down," was the simple reply.

The salesman was so completely baffled that he called out the president, the general manager and the secretary of the concern and turned Blandin over to them.

"Do you mean to tell me," snapped the president, "that you had the gall to come down here and use up three days' time of our salesman picking out equipment, when you had no money to pay for it?"

"Yes."

The president thought a minute, and then said, "Well, in that case, I believe I'll let you have it!"

Mr. Blandin, in dealing lightly with this episode in his life, paused for an expressive interval, and then added: "I had to borrow $40 to pay the freight on the stuff." The inference being that he borrowed it of the president of the type foundry concern.

OFF THE MAIN LINE

"I had more luck than sense," is the way Blandin explains the success of his new venture. "I paid off the debt in a year and then moved the paper over to Olivia. At the end of two years, I sold out and went to Wisconsin again with $2,000 in my pocket to engage in the fruit and commission business. It took me just eight months to lose it.

"I came to Minneapolis with just $5 in my pocket, looking for a job. Naturally, I turned first to the newspaper offices. I wanted a job in the editorial department, if possible. I walked the streets for days. It seemed impossible to find an opening, and there was now, in addition to myself, a wife and child to support.

"At last, I got a position as a house-to-house solicitor in the circulation department of the Minneapolis *Tribune*. I worked for them in that capacity for two years, eventually becoming road manager. Then they brought me into the office as assistant to Fred E. Murphy, circulation manager.

"From that position I went to the St. Paul *Pioneer Press* as circulation manager. At that time it had less than 5,000 circulation in the city and 15,000 outside the city. In fact, it had little left but its prestige."

From that time on Mr. Blandin has been identified with the same publication in one capacity or other. In 1908 they put on an evening edition which competed so heavily with the rival paper, the St. Paul *Dispatch*, that the latter found it desirable to buy out the Pioneer *Press*. But Mr. Blandin went to



C. K. BLANDIN

the new employers along with the *Pioneer Press.*

He became business manager and eventually general manager. Upon the death of George Thompson, the owner, he became publisher in his own right.

His passion is for figures. You look at his desk and there before him is a pile of reports—figures everywhere. But he is a business man with a rare sense of vision.

A MAN OF ACTION

Four years ago last September he happened to be in Grand Rapids, Minnesota. He heard that the local paper mill was about to be sold.

"I went to the manager and found that the owners lived in Wisconsin," he said, "but that the mill was under option to be sold to some 'St. Joe' parties. The option expired the following day at noon. I got on the train and went to Wisconsin.

"I located the owners about eleven o'clock in the morning, found that they had not heard from the 'St. Joe' parties. But at one o'clock I had bought the mills and was leaving for home."

The business done by the mills, so Mr. Blandin informed me, exceeds that done by the newspaper property in St. Paul. But it is a good thing in these days for a newspaper plant to own its own paper mills.

All of which is but an expression of the characteristics of C. K. Blandin, and his vision. He is the sort of a man you or I like to meet. He hasn't placed a false valuation upon his success—"it all seems like a dream even now."

He is the sort of old-time boy who tackled the job right at hand and did his best until something better presented itself. That and a wholesome outlook upon life are the factors that have made him what he is.

And, by the way, he is one of the most persistent fishermen you ever ran across. He can tell you the life history of the wolves of the lakes up in the North country and he knows how to catch 'em, too. Ask any of the boys around the office who go fishing with him!

A "Different" Advertising Idea

(*Continued from page* 4)

namely that the car rides and drives differently—and better. All advertisements are measured by the standard of whether or not they are marked by dignity, good taste and common sense. Although a difference is usually evident in the copy itself, nothing gaudy or tricky is ever adopted. A trick wears off after the first time or two, and readers are likely to get disgusted with something superficially clever, when it is repeated often.

THE "SUCCESS" ELEMENTS

In concluding, it would be well to reiterate the basic differences in our advertising policy: that the readers' full intelligence should be capitalized; that a variety of powerful advertising methods should be employed, always taking advantage of something different and better than the ordinary run of paid publicity; that every advertisement should contain a concisely expressed, valuable and interesting news item; that a powerful slogan should batter down resistance and that a constant pounding away of selling arguments should help mould public opinion; that the utmost care should be taken with every word and phrase, in order to co-ordinate and express the selling policy; and that nothing gaudy or tricky should be employed, but that only more permanent and fundamental differences should be permitted.

With such an advertising creed, and with the punch and organization to carry it out, there can be no question as to the results.

The Pyrene Sales Contest

(*Continued from page* 18)

the exercise of the betting instinct in the executive offices. It demands an unusual willingness and ability to cooperate there, real interest and a certain amount of tact in making that interest felt personally, and not by the form letter method, out in the field.

Successfully carried out, it is our idea of a contest effective to achieve the broad and more-than-immediate ends that every contest does, or should, seek.

The Minneapolis Tribune

The Leading Paper in the Billion Dollar Market

Member A. B. C.

Minneapolis is the Market

Incorporated 1867

In 1919 the value of products sold to retail merchants of the Northwest by Minneapolis manufacturers, jobbers and wholesalers was $1,059,614,662, as follows:

Agricultural Implements	$100,000,000
Automobiles and Trucks	190,000,000
Automotive Parts	12,000,000
Bags	12,500,000
Bedding	3,000,000
Biscuits and Crackers	15,000,000
Boxes	2,500,000
Confectionery	8,000,000
Caskets	1,250,000
Cigars and Tobacco	10,250,000
Coffee and Tea	7,000,000
Drugs	10,850,000
Dry Goods and General Merchandise	43,750,000
Electrical Supplies	7,500,000
Elevator Machinery	2,000,000
Flour and Feed	193,538,162
Fruits and Produce	60,000,000
Fuel	35,000,000
Furniture	7,100,000
Glass	4,000,000
Groceries	20,000,000
Hardware	30,000,000
Iron and Steel	10,625,000
Jewelry	3,000,000
Knit Goods	13,000,000
Lime, Cement and Plaster	4,829,500
Lumber	10,000,000
Oils and Greases	52,480,000
Paints	4,500,000
Paper	8,000,000
Plumbing and Heating Supplies	6,750,000
Sash, Doors and Millwork	10,000,000
Tires, etc.	75,000,000
Tractors	55,000,000
Miscellaneous	31,672,000
TOTAL OUTPUT	$1,059,614,662

Face value of checks passing through Minneapolis Banks in 1919, $12,331,567,000.

Carloads of merchandise and other freight shipments in and out of the city in 1919, 666,728.

Bank clearings for 1919, $2,266,905,528. Total bank deposits, $253,366,913. Population 380,582 (1920 census).

The Tribune is the Paper

Founded 1867

Daily net paid circulation, 116,427. Sunday net paid circulation, 130,904.

Has 19,051 more daily circulation, net paid, than any other daily newspaper published in the Northwest.

Has 35,411 more net paid Sunday circulation.

Has more home carrier circulation than any other Minneapolis daily newspaper.

Published 153,494 more individual want ads in 1919 than its nearest competitor and 76,114 more than both its daily competitors in Minneapolis.

Published 13,291,769 agate lines of advertising in 1919 compared with 10,160,253 lines in 1918. Gained more than three million lines.

Gained 1,752,673 lines in local display.

Gained 896,450 lines in National display.

Gained 482,393 lines in classified advertising.

Has carried approximately 100,000 more individual want ads each year for the last fifteen years than its nearest competitor.

Has published every year for many years, more automobile advertising than any other paper in the Northwest.

Is the recognized financial advertising medium of its territory.

Does not accept any questionable financial or other classes of advertising.

Accepts no trade contracts.

Maintains a service department to help National advertisers with their merchandising problems.

Publishes The Commercial Tribune, the only general trade paper in Minneapolis.

Prints its own rotogravure section.

By listing The Minneapolis Tribune the advertiser obtains the advantage of the only morning circulation and an unduplicated evening circulation in Minneapolis. The only paper in the United States giving a 24-hour service for the one charge.

The Minneapolis Sunday Tribune is the only Sunday paper published in Minneapolis having Associated Press news and cable service. It has the prestige of being the big Sunday Newspaper of the Northwest.

Send for a Copy of The Commercial Tribune Published in the Interests of Advertisers

GUY S. OSBORN,
Western Representative,
Tribune Building, Chicago, Ill.
Ford Building, Detroit, Mich.
Globe-Democrat Building,
St. Louis, Mo.

GERALD PIERCE,
Manager of Advertising,
Minneapolis, Minn.
JOHN B. WOODWARD,
Eastern Representative,
Times Building, New York City.

W. R. BARANGER COMPANY,
Pacific Coast Representative,
Examiner Bldg., San Francisco, Cal.
Post-Intelligencer Building,
Seattle, Wash
Title Insurance Building,
Los Angeles, Cal.

Iowa's Prosperity

(*Continued from page 20*)

which has 881. The number of places of publication is 548, as compared with 434 places of publications in Missouri, which lets out the fact that it is to the single importance of St. Louis that Missouri owns its preeminence in this field. Of the Iowa publications 51 are daily, 664 weekly, 60 monthly and the others are published at other periods.

The outstanding daily newspapers, measured in circulation strength, are those to be found in the large cities: the Des Moines *Capital, Register, Tribune* and *News;* the Cedar Rapids *Gazette, Republican* and *Times;* the Davenport *Democrat* and *Leader and Times;* the Dubuque *Telegraph-Herald* and *Times-Journal;* the Sioux City *Tribune* and *Journal;* the Burlington *Gazette* and *Hawk-Eye;* the Council Bluffs *Nonpareil;* the Waterloo *Courier* (to whose publisher and national advertising representatives the writer is indebted for much excellent material on Iowa buying power) and the Waterloo *Times-Tribune;* and the Marshalltown *Times-Republican.*

It would be more confusing than helpful to go into detail regarding Iowa's class and trade publications, most of which are published at Des Moines and can easily be looked up in Ayer's. But Iowa's splendid agricultural journals are of outstanding importance and should not be overlooked by the manufacturer and distributor entering this market of great agricultural wealth and progress. They include the monthlies, *Successful Farming* (published by Edwin T. Meredith, the Secretary of Agriculture) and the *Corn Belt Farmer,* the semi-monthly, *Iowa Farmer;* and the weeklies, *Wallaces' Farmer* and *Iowa Homestead;* all published in Des Moines. The *Daily Farmer,* reaching the dairy interests, is published in Waterloo and *Farmer and Breeder* in Sioux City. Des Moines is one of the important publishing centers of the West.

The Iowa dealer and consumer are marked not only by their prosperity but by their progressiveness and if you have a product that meets their demands, if you advertise it to them efficiently and consistently, and if you adopt a sales policy that convinces them you are working for their interests as well as your own, there is every reason why you should meet with quick success.

SYSTEMS BOND

"The Rag-content Loft-dried Paper at the Reasonable Price"

The Needed Punch

If your letters are appealing but lack the needed punch that will make them impressive and give them more actual pulling power, perhaps the fault lies in your letterhead.

SYSTEMS BOND will give your letters a better appearance and give your sales message every chance to win.

Standardize on SYSTEMS BOND—the unvarying paper—for your letterheads. It is available everywhere. All printers know it. Your printer can get it for you or a request on your letterhead will bring samples.

Eastern Manufacturing Company

General Sales Offices:

501 Fifth Avenue New York

Mills at Bangor and Lincoln, Maine

Maxwell With Ingeneria Internacional

Clair Maxwell, who, for the last four years has represented *Factory* in the West, has become Cleveland representative of *Ingeneria Internacional,* the engineering journal published in Spanish by the McGraw-Hill Company. Mr. Maxwell is the brother of Lee Maxwell, vice-president and general manager of the Crowell Publishing Company.

Westinghouse Man Becomes Sales Manager

R. B. Harvey, manager of the Farming Section, Industrial Department, Westinghouse Electric and Manufacturing Company, has resigned to become sales manager of the Lutscher-Lite Corporation of Grand Rapids, Michigan.

Agency Man With Dallas "Journal"

Henry Ely, who until recently has been doing advertising agency work in Dallas, Texas, has joined the display advertising department of the Dallas *Journal.*

A. D. Rahn With Ethridge Co.

A. D. Rahn, color artist, has been placed upon the staff of the Ethridge Association of Artists.

Assistant Succeeds Advertising Manager

Raymond Olson has resigned as advertising manager of the Modesto *Evening News,* a newspaper published daily at Modesto, Cal. He is succeeded by G. L. Bradt, who has been assistant advertising manager of the publication.

Netzorg with Long-Costello

C. S. Netzorg, formerly advertising manager of Heath & Milligan Co., Chicago paint makers, is now with the advertising agency of Long-Costello, Inc., in that city.

F. A. Farrar, who is advertising director for a combination of paint companies centered around Chicago, has taken over Mr. Netzorg's work.

Bently Directs Shakespeare Advertising

J. W. Bentley, formerly advertising manager of Kalamazoo Corset Company and more recently associated with the Bush Terminal Company of New York City, has been appointed sales and advertising manager for The Shakespeare Company, Kalamazoo, Mich., manufacturers of rods, reels and lines.

Truck Sales Managers to Elect

The Motor Truck Sales Managers' Association has announced that its annual meeting will be held in Detroit, November 18 and 19, at which time new officers will be elected.

Barnhill to Play for Championship

W. Roy Barnhill, publishers' representative, will meet A. C. Perry, on Sunday, October 3, to decide the championship of the Fox Hills Golf Club. Mr. Barnhill and Mr. Perry were the victors of the tourney played last Sunday.

M. B. Malone Buys for Sinclair Refining

M. B. Malone, effective October 1, was appointed purchasing agent for the Sinclair Refining Company.

Wisconsin Daily Appoints Representatives

The Wausau, Wis., *Daily Record-Herald*, published by J. L. Sturtevant, has appointed Hamilton-De Lisser, Inc., 347 Fifth Avenue, New York, as its eastern representative.

Joins San Francisco "Examiner"

Lynn C. Simpson, who a year ago sold his interests in the Sacramento *Union* and resigned as its managing editor, has taken a position with the San Francisco *Examiner*. Mr. Simpson was connected with the San Francisco *Chronicle* for twenty years before his association with the Sacramento *Union*.

Tallant With McGraw-Hill on Pacific Coast

C. H. Tallant, formerly advertising manager of the Pelton Water Wheel Company, has become the San Francisco office manager of the McGraw-Hill Company, New York. He will also act as assistant Pacific Coast manager for the McGraw-Hill Company. The establishment of an advertising service department is now being arranged at the San Francisco office.

"Sun-Herald" Advertising Staff Dines

Members of the advertising staff of the *Sun and New York Herald*, now to be known as the New York *Herald*, at the Hotel Breslin last week, held a get-together at which Frank A. Munsey and Erman J. Ridgway, business manager of the *Sun and New York Herald*, were guests of honor.

McCrory Sales Gain $1,556,037

McCrory Stores reports sales for August amounted to $1,150,321, an increase of $177,340 over the same month last year. From Jan. 1 to date $8,497,229, an increase of $1,566,037.

Printing Co. Appoints Advertising Head

The Milwaukee Printing Company, which makes a specialty of supplying manufacturing confectioners with their printing needs, has appointed Roy E. Hansen as advertising manager. An advertising campaign consisting of colored inserts is now being used in business papers.

Editor, "The International Studio" Dies

William H. de Beau Nelson, for the last eight years, editor of the *International Studio*, died Monday morning in the Union Hospital, New York, after a short illness.

Franklin Weston Dies

Franklin Weston, who for twenty-two years was president of the Bryon Weston Paper Company until last February when he retired, died at his home in Pittsfield, Mass., Sunday in his fifty-fifth year.

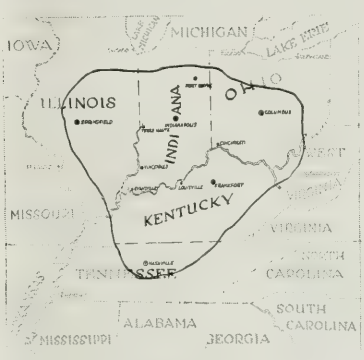
A New Hotel Publication

The Southern Hotel and Restaurant News, to be published monthly by the Hotelman Publishing Company, 130 Exchange Place, New Orleans, has made its appearance in the South.

New "Iron Age" Book

The *Iron Age*, to help visualize the purchasing power of some of its subscribers, has issued, in its third edition, "The Purchasing Power of the Metal Working Industries," an attractive book of 128 pages. The plants of 117 concerns, whose executives read the *Iron Age*, are depicted, with a description and the annual consumption of raw materials by each plant. The book also contains circulations facts and a list of plants appearing in the buying unit series but not illustrated in the volume.

WHAT DOES "JOBBER INFLUENCE" OF A NEWSPAPER MEAN?



Hardware Buying in Six States Influenced by News Advertising

The Indianapolis hardware radius extends into six states. Though the circulation radius of The News is practically confined to Indiana, The News, without question, influences sales in these six states.

The importance of Indianapolis as a distributing point for hardware is evidenced in the fact that one of the hardware jobbers travels seventy-six men. There are four large hardware jobbing houses and of course quite a number of smaller ones. The sales of the four large houses in 1919 approximated $20,000,000. If you want to talk advertising in the terms that the heads of these wholesale houses will understand, you must talk to them about advertising in The News. It's *their* paper.

Send for booklet "Seven Studies in Distribution". It will interest you.

The Indianapolis News

First in America in National Advertising 6 Days a Week

New York Office
DAN A. CARROLL
Tribune Building

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg.

USE NEWSPAPERS ON A THREE-YEAR BASIS

Minnesota Doubtful in Politics, But Reliable as a Steady Market

Grain, Ore and Lumber, Fertile Lands and Prosperous Industries Give the Northwest Means to Satisfy Its Needs in Nationally Advertised Goods

MINNESOTA—"doubtful" state in presidential elections—has never been doubtful as a market for nationally advertised goods. With its two great warehousing, manufacturing and distributing centers, Minneapolis and St. Paul, its grain and ore port, Duluth, and its many fair-to-middling-in-size but mighty-good-in-buying-power smaller cities like Winona, St. Cloud, Stillwater, Little Falls, Faribault, Red Wing, Albert Lee and New Ulm, it offers an unusually attractive market to merchandisers.

Rich in the variety of resources and in its products—agricultural and manufactured—it has developed a prosperous citizenry that may always be counted on to support a well planned campaign pushing a worth while commodity.

THE MINING COMMUNITY

Making a preliminary examination of the mineral, agricultural and manufacturing output of Minnesota, we find that it has been developing rapidly in the last few years. Today, for example, it is turning out two-thirds of the iron ore marketed in the United States. The mining industries, again, give employment to more than 300,000 persons, who labor to produce an annual volume of more than 20,000,000 tons. This ensures the merchandiser a single homogeneous group of prospects with like wants and a like spending power as large as the present population of Ramsey County, the county which contains the state capital of St. Paul.

Constant development is most marked in agricultural Minnesota. The soil is fertile and two-thirds of it is adapted to the cultivation of cereals and general farm produce. At present little more than one-third is under cultivation, but a large scale drainage work now being carried on in the northern part of the state is making millions of new acres suitable for agricultural purposes.

Minnesota's largest and most valuable crop is wheat, for which its soil is peculiarly adapted. Instances are known where wheat has been produced for twenty-five years on the same land and that land still continues to yield average crops. Corn is grown throughout the state and much wool is produced in the southwest. Minnesota exports maple sugar, cattle, horses and swine. Pork packing is an important industry. In 1918 Minnesota ranked first among the states of the Union in the production of barley, second in flaxseed, and potatoes, third in wheat, rye and oats, fifth in corn. The value of the 1918 crops was $562,545,000. This total came from 79,710,000 bushels of wheat, 134,562 bushels of oats, 110,000,000 bushels of corn, 32,760,000 bushels of potatoes, 43,400,000 bushels of barley, 8,700,00 bushels of rye, and 3,120,000 bushels of flaxseed. The state also holds a very high place in the nation's production of dairy products and its dairy industry is a growing one.

FARM PROSPERITY

The old Northwest knows the Minnesota farmers as unusually prosperous citizens and unusually good, though canny, spenders. A great proportion of the 228,099 automobiles owned in Minnesota at the beginning of this year were owned by the farmers. In no agricultural section of America has the sale of automobiles been more rapid.

Commenting upon present prospects in the farm trade, Edward Barr, Marketing Extension Editor of *The Farmer*, published in St. Paul, said recently:

"Farmers of the Northwest supply food badly needed in the world and they are in a position to profit handsomely on their 1920 effort. An optimistic note was sounded by many of the Northwest dealers who attended the Minnesota State Fair in September. The spirit of 'We're bound to prosper' was reflected among all the crowds at the fair, dealer and consumer alike. They have been liberal with their money and keen for money-making ideas."

The same prosperity and, moreover, the same steadiness is reflected in the cities. Manufactures are rapidly increasing in number and value. As long ago as 1910 Minnesota manufactures amounted to over $400,000,000 annually. The leading branches are flour and grist mill products, in which the state has held first place for many years, producing over one-fifth of the country's total output of wheat and flour. Lumber (1,220,000,000 feet in 1916) and wooden ware, carriages, furniture and cooperage, are other leading lines, while boots and shoes, bricks, leather, lime saddlery and woolen goods are also manufactured extensively. Another source of revenue of which one does not often hear is the fishing industry in Lake Superior, which yields large catches of whitefish and lake trout.

THE "TWIN CITIES"

Minnesota is primarily a state of small, prosperous agricultural communities and this fact should be kept well in the mental foreground of the advertising manager or sales manager in approaching its market. At the same time, there are three highly productive local markets presented in the Twin Cities and Duluth, through which, also, the rural market is served.

Minneapolis with a population of about 400,000 is the center of distribution for the Northwest, 400,000 cars of freight being handled each year. It has a large shipping trade and claims the distinction of being the greatest grain market of the world. Flour and lumber are its leading lines of manufactures. It turns out 17,000,000 barrels of flour annually, the annual value of all its products amounting to about $190,000,000.

Minneapolis is the hub of the Northwest. Tapping this land of plenty are nine railroad systems, and 24 lines operating into Minneapolis. Minneapolis is a city of homes. Statistics for July 1, 1916, show that it had about 65,200 homes, with about 88,000 families. It is a city of distributed prosperity. There are no slums. Its banks cleared $2,263,056,000 in 1919.

St. Paul, the other one of the famous "twins," with a population of more than 250,000, is an economic center of high importance to the Northwest. A distribution point for rail and water shipping; a manufacturing city where the raw materials brought in from the north and west are made up to go out as trademarked commodities to the east and south; a leading packing, shoe manufacturing, fur, confectionary, milling, printing and publishing headquar-

Short Talks to Advertisers



NUMBER FIVE

The "Art" of Composing Type

The natural laws pertaining to artistic arrangement of whites, grays and blacks in a *page* apply with equal force to the individual words.

Spacing between the letters of a word lessens its strength of tone—the wider the spacing, the "grayer" the word.

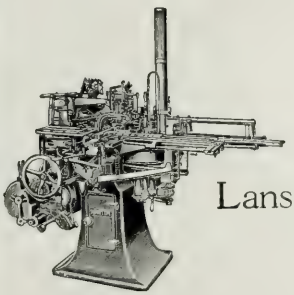
Printing ink makers are ever striving for a "dense" black. Their efforts are fruitless on a type page if the page is "grayed" by the dissemination of white space between the letters.

The concentration of solids and white space produces contrast of color—enhances beauty and invests with appeal.

There is but one composing machine whose product has strong contrast of color—the Monotype.

Ask your printer!

Talk No. 1.—Getting Your Message Across
Talk No. 2.—Single Types
Talk No. 3.—"Motor Habits" in Reading
Talk No. 4.—Alignment
Talk No. 5.—The "Art" of Composing Type
Talk No. 6.—Ben Franklin and the Monotype



Lanston Monotype Machine Company

PHILADELPHIA

NEW YORK BOSTON
CHICAGO TORONTO

Monotype Company of California, SAN FRANCISCO

289

This Advertisement is set in Monotype Series No. 38, Borders 12-Point No. 256 and 6-Point No. 190, and Monotype Rule

If any previous number of this series failed to reach you, a postal will bring it

ters; the third largest millinery jobbing center in the United States; a grocery and dry goods jobbing city. St. Paul has an individuality and an importance that make it necessary to consider it by itself and not just as a "twin."

MINNESOTA PUBLICATIONS

The third of the Minnesota trio of big cities is Duluth on Lake Superior, the port of the north, city of grain elevators, ore docks, blast furnaces and steel manufactures. Duluth has 91,000 people, many of whom, as is the case with the populations of Minneapolis and St. Paul, are of Scandinavian and Finnish origin.

Minnesota publishes 761 newspapers and periodicals, according to Ayer's American Newspaper Annual and Directory, to carry the merchandiser's message through the Northwest. Of these 45 are daily, 10 semi-weekly, 622 weekly, 63 monthly. They are published in 451 towns. The heaviest daily circulations are, of course, held by the Minneapolis and St. Paul papers, the chief of which are the *Tribune, Journal, News,* and *Tidende* (Norwegian) in Minneapolis; and the *Dispatch, News, Pioneer Press* and *Volkszeitung* (German) in St. Paul. Duluth publishes the *Herald,* the *News-Tribune* and *Päivälehti* (Finnish). Some of the other dailies of the state are the Winona *Republican-Herald,* St. Cloud *Journal Press,* Red Wing *Republican,* Mankato *Free Press and Review,* Albert Lea *Tribune,* and Bemidji *Pioneer.*

Minneapolis and St. Paul publish several good trade and class publications. Among the larger agricultural journals are *Farm, Stock and Home, Country Grain Shipper, Northern Alfalfa Journal, Northwest Farmstead, Rural American,* published in Minneapolis and the *Rural Weekly Deutsche Farmer* (German), *Farmer, Farmer's Wife, Farmer's Dispatch, Nonpartisan Leader* and *Poultry Herald,* published in St. Paul.

Curtiss Co. Sold to C. M. Keys

The Willys-Overland Corporation has sold control of the Curtiss Aeroplane and Motor Corporation to C. M. Keys, vice-president of the Curtiss company.

In the balance sheet of Dec. 31 of last year the firm's plant is valued at $6,645,248 and good-will at $2,297,280. Inventory at that time amounted to $2,883,718. Gross sales in 1919 were $11,805,808 and the surplus for the year, before deduction of Federal taxes, was $1,939,970.

Wisconsin—An Expanding Market; It "Listens" to Advertising

Rise of Many New Manufacturing Industries and Prosperity of Farmers in the Badger State Are Incentives to National Advertisers

ONLY twenty-fifth in area and thirteenth in population rank among the states of the Union, Wisconsin, lying at the upper edge of the old Northwestern Territory, has climbed in the scale in other respects until to-day she stands first in the production of dairy products and ninth in the value of its manufactured products. These two facts speak for the progress and industry of the Badger folk whether on the farm or in the city.

EIGHTEEN CITIES 10,000

There were in Wisconsin at the last estimate 2,446,716 persons, which is a smaller number than in twenty-six of the states she has passed in manufacturing importance. Of this number, 500,000 are wage earners. Eighteen cities in Wisconsin have a population of 10,000 or more. In order of their industrial importance of 1914 they are Milwaukee, Racine, Kenosha, Sheboygan, La Crosse, Oshkosh, Superior, Manitowoc, Appleton, Wausau, Beloit, Green Bay, Eau Claire, Fond du Lac, Madison, Janesville, Marinette, and Ashland. The order for 1920 may be said, without complete data, to show little change. Green Bay has probably moved ahead several places; Janesville has gained on Beloit; the first three places are the same.

Leading among the industries that have prospered the cities of the Badger State is that devoted to the turning out of foundry and machine shop products. It employs nearly 30,000 workers and has an annual production value of in excess of $60,000,000. It has risen above the lumber industry in importance, though the latter stood long in first place. Wisconsin still leads the lake states in the lumber industry. Her 1916 output was 1,600,000,000 feet. The manufactures of furniture, wagons, and other goods made wholly, or in great part, of wood are of immense importance. So are those of agricultural implements, leather brooms, and, centering around Milwaukee, cotton and woolen goods, nails, paper, steel rails and merchant iron.

The best way to test a State's strength is to compare it with other states. Comparisons show that Wisconsin's industries bring her up to the first place in the Union in the production of butter, cheese, horse clothing, malt, mats and matting; second in the production of agricultural implements; third in the production of leather gloves, lime, and refrigerators; fourth in the manufacture of automobiles, boot and shoe findings, paper and wall paper and dairyman's, poultry keeper's and apiarist's supplies; fifth for wooden boxes; sixth in automobile parts, fruit, vegetables and furniture; seventh in confectionary, lumber and flavoring extract.

FIRST IN DAIRY PRODUCTS

Farm products are shown to count heavily among those bringing the state forward in rank. Wisconsin produces wheat, corn, rye, oats, barley, and potatoes all in large quantities, especially oats, of which the 1918 crop reached 110,162,000 bushels. The surpassing importance of the Badger State's dairy products is indicated by figures showing that there are 1,803,000 dairy cows in the state, making an average of nine to a farm, 1,005 creameries and 46 per cent of the country's cheese factories. More than 84,000 farmers supply the creameries and 40,000 the cheese factories.

There were in 1910, 177,127 farms in Wisconsin, comprising 21,000,000 acres and having a total value of $1,413,118,000. Farm property is steadily rising in value. The latest official statistics, those for 1910, showed that 151,000 of Wisconsin's farms were operated by their owners, the remainder being operated by tenants. The proportion of owners has grown heavily since 1910.

BANK DEPOSITS INCREASE

Along with all the other states of the Union, Wisconsin has been prospering in the last decade and especially in the last half decade. During the war, while the boys of the Badger State were fighting gallantly in the Rainbow and the Thirty-second divisions, their fath-

ers at home contributed heavily to America's output in war materials. When the war closed, the shift to peace production was made with a minimum of hardship for investor and worker. Between the close of 1914 and the close of 1918 bank deposits jumped from $192,390,711 to $247,133,883, an increase of $55,000,000 in round numbers. One of the surest signs of prosperity is the increase in capital investment. Wisconsin's industries have expanded consistently. Incidentally, there has been a significant shift in late years in the proportion of capital invested in different classes of industry—a shift indicating that Wisconsin has turned from the more primary production and industry to the fabrication of products. The decline in importance of the lumber industry and its accompaniment by a rise in the importance of secondary industries connected with lumbering—such as furniture and carriage making exemplifies this change. In the same way, the State's iron industry has gradually changed from what was originally the production of pig iron to the manufacture of the thousand and one different commodities into which iron and steel are made.

Wisconsin is a changing state, a developing market. Rising out of an agricultural and lumbering past it looks forward to an industrial future. Its people are finding new needs and, being prosperous, are satisfying them. It has been established time after time that they are unusually receptive to advertising. Wisconsin newspapers and periodicals offer excellent service to national advertisers campaigning in the Badger States.

There are 593 newspapers and periodicals in Wisconsin, Ayer's American Newspaper Annual and Directory tells us, 57 of which are daily, 454 weekly, 59 monthly. They are published in 329 places.

THE ADVERTISING MEDIUMS

The largest daily newspaper circulations, of course, are those of the lake port of Milwaukee, one of the great grain markets of the world. Milwaukee's wheat shipments are over 9,000,000 bushels annually. Sometimes called "the Pittsburg of the West," its steel output in 1919 ran close to $200,000,000. It is strategically situated on Lake Michigan and has docking and railroad facilities that make it an ideal distribution point for the State. Its population is about 420,000. Milwaukee's trade territory is the whole State, especially the eastern and southern part. Its chief newspapers are the *Journal,* (evening) the *Sentinel* (morning) and the *Wisconsin News* (evening). The *Herold* serves the large German-speaking population while the *Kuryer Polski* goes to those whose native tongue is Polish.

Madison, the state capital, a prosperous manufacturing center of 77,435 population, 83 per cent native, located in the southern part of the state has the *Wisconsin State Journal,* the *Capital Times* and the *Democrat.* Superior, up in the northwestern corner of Wisconsin, across the bay from Duluth, and ore and grain port, serves a large trade territory through the *Telegram* and *Tyomies,* a Finnish paper with a very large circulation. Other merchandising points of significance and their daily newspapers are Oshkosh, the *Northwestern;* La Crosse, the *Tribune* and *Leader-Press;* Green Bay, the *Press Gazette;* Janesville, the *Gazette* and *News;* Manitowoc, the *Herald-News;* Sheboygan, the *Press* and *Telegram;* Kenosha, the *Herald* and *News;* and Wausau, the *Record-Herald;* Beloit, the *News;* and Fond du Lac, the *Commonwealth* and *Reporter.*

Wisconsin farmers can read farm papers published in their own state in English, German, Polish, and Finnish. These include *Hoard's Dairyman,* published in Fort Atkinson; the *Wisconsin Farmer,* and *American Thresherman and Farm Power,* published in Madison; *Wisconsin Agriculturalist,* published in Sheboygan; *Landmann* (German) published in Milwaukee; *Geflugel-Zuchter* (German), published in Hamburg; *Rolnik* (Polish) and *Pelto ja Koti* (Finnish). Milwaukee has some class publications.

In short, the Wisconsin field is well covered by publications qualified to carry the advertiser's message to the Wisconsin consumer.

Interpreted Advertising Slogan Literally

O'Brien-Hobart-Perrin, who have used the catch line, "Call us before you call the fire department," says the Kansas City *Journal,* received a call the other day, the excited feminine voice at the other end stating that she had a fire, and that she had called up to find out what to do, and if it was "all right to call the fire department now."

Spain Appoints "National Chronicler"

Jose Ortega Nunilla, prominent Spanish journalist and former director of *El Imparcial,* has been awarded the title of "National Chronicler," which is akin to that of Literary Laureate.

Coast Advertising Association Elects

The newly formed California Advertising-Service Association has elected the following officers: A. C. Smith, Los Angeles, president; K. L. Hamman, Oakland, and C. R. Stewart, Los Angeles, vice-presidents; T. J. McCarthy, Los Angeles, secretary-treasurer; Emil Brisacher and Theodore Watson, San Francisco, Dave Mathews, Stockton, Alvin Long, San Jose and E. M. Harrison, Los Angeles, constitute the members of the board of directors.

Membership in the association is confined to persons or firms engaged exclusively in advertising agency or service work.

Edgeworth Cigarettes Introduced

Larus & Brother Company, Richmond, Va. manufacturers of Edgeworth tobacco, has introduced through the Reed Tobacco Co., the cigarette making branch of the business, a new cigarette called Edgeworth. The new smoke was first introduced in New England after several different blends had been submitted to hundreds of smokers and after many months of such tests. The color scheme and general design of the Edgeworth smoking tobacco package is followed in the new cigarette label and carton. Advertising is now appearing in magazines reaching the tobacco trade.

Todd Protectograph Adds Frazer

J. W. Frazer has been made assistant editor of the Todd Protectograph "Weekly Bulletin," published by the sales department of the Todd Protectograph Company, Rochester, N. Y. With Mr. Frazer, the editorial board now consists of George W. Lee, sales manager, and S. J. Foote, editor.

Conveyer Company Changes Name

The American Steam Conveyor Corporation, of Chicago, due to the addition of new lines of business, including a machine shop at South Bend, Indiana, has changed its corporate name to the Conveyors Corporation of America.

Cincinnati Publications Delayed

On account of a labor disagreement between employers and employees in the Cincinnati printing industry, resulting in the suspension of operations in the pressrooms of every large printing plant in the city, issues of many publications have been delayed, and several have been taken out of the city to be printed elsewhere.

Children of School Age

There are 27,686,476 children of school age, between five and eighteen years, in the United States.

Gary Truck Sales

Total sales of the Gary Motor Truck Co., Gary, Ind., for the fiscal year ended August 31, were $2,310,331, on which were returned net profits of $219,269.

Safety Razor Foreign Rights Transferred

George L. Storm, chairman, announced this week that the members of the Board of Directors of the American Safety Razor Corporation have voted to transfer all the foreign assets and rights to use automatic machinery, titles, trademarks and copyrights to the American Safety Razor Export Corporation, whose entire stock is owned by the American Safety Razor Corporation.

Curtis Buys Philadelphia "Press"

Cyrus H. K. Curtis has purchased the Philadelphia *Press* from Rodman Wanamaker, and although a telegraphic report from John C. Martin states that the transaction has not been completely consumated, it is understood that Mr. Curtis plans to consolidate the *Press* with the *Public Ledger*.

The *Press* is the third newspaper to have been absorbed by the Curtis interests since the *Public Ledger* was acquired by Mr. Curtis in 1913. The Philadelphia *Times* was taken possession of in September, 1914, in order to start the *Evening Public Ledger*. The *Evening Telegraph* was bought in June, 1918.

John W. Forney established the Philadelphia *Press* August 1, 1857, and made it one of the leading newspapers of the city. Calvin Wells took over the paper, which issues mornings and on Sunday, in 1877. Charles Emory Smith became its editor in 1880.

J. Roland Kay Co. Expands—To Occupy Entire Building

The J. Roland Kay Company on or before October 15, will occupy an entire building on Erie street, Chicago, a half block from North Michigan Boulevard. This agency which specializes in foreign advertising had the building especially constructed for its purposes. In order to insure drawings suitable to each country, the company will maintain its own art department, and will have it closely coordinated with the copy department. Copy for any particular country will be written by natives from that land.

This unique organization was founded in 1903 by J. Roland Kay, the present head. The firm did not function to any great extent until the next year, for foreign advertising was practically unknown. The first account secured by the firm was the foreign advertising of Fairbanks-Morse & Company. The first orders were given to Mr. Kay by Allen R. Rea, manager of the Foreign Department of Fairbanks-Morse & Company.

Today, the J. Roland Kay Company is taking care of the foreign advertising interests of such well known firms as: The Remington Arms UMC Co., Yale & Towne Mfg. Company, U. S. Rubber Co., Willys-Overland, Inc., The Crane Company, Beaver Board Companies, Champion Spark Plug Co., Certain-teed Products Corp., The Simmons Company, J. I. Case T. M. Co., and other manufacturers.

Offices are maintained in London, Paris, Sydney and Tokyo. Several years ago in order to take care of the advertising appearing in European countries, a French organization known as the Société de Publicité, Jégu, Haddon et Roland Kay was established. Later, after being confronted with difficulty in conducting advertising campaigns in Japan, the firm of J. Roland Kay (Far East) Company, was organized. J. Russell Kennedy, who has been in Japan for sixteen years, is the head of this branch. In Australia, offices have been operated for many years, and at present the Kay organization is preparing to send a man there for a five-year stay. He has been at the head office for the last twelve years.

H-O Company Starts House Organ

The H-O Company of Buffalo, N. Y., manufacturers of breakfast foods, has issued the first number of a monthly house organ named *The H-O Force*.

The *H-O Force* is to be distributed among the employes of the company. The principal object will be to sell the house to the employes and particularly to keep the selling force acquainted with all developments in the business.

Joins Simmons-Boardman Company

W. C. White, formerly with the Federal Shipbuilding Corporation, Kearney, N. J., has joined the copy service staff of the Simmons-Boardman Publishing Co., specializing on their marine publications, *Shipbuilding Cyclopedia* and *Marine Engineering*.

Mr. White's experience in shipbuilding covers a period of several years. Recently he was an assistant in charge of hull construction.

Triangle Service Located

Triangle Service Inc., a new corporation in the advertising agency field recently announced in this magazine, has opened offices at 1133 Broadway, New York City.

S. Chas. Blumenstock is president. Mr. Blumenstock was formerly publicity director of A. I. Namm & Son, the Brooklyn department store.

Abner J. Rubin, vice-president of the new agency, was formerly account executive with Irwin Jordan Rose.

New Business for Kobbe

Inecto, Inc., manufacturer of Inecto Rapid, a new principle in hair coloring, has placed the handling of its advertising with Philip Kobbe Company, Inc., New York. Inecto, which is established in England and Europe, is planning a general campaign through its American office to introduce the product in the United States.

Appointed Bridgeton, N. J., "News" Representative

Payne, Burns & Smith, Inc., New York, has been appointed the eastern foreign representative of the Bridgeton, N. J., *News*, and G. Logan Payne Co., Chicago, has been made western representative.

W. R. Harvey with "Industrial Power"

W. R. Harvey has joined *Industrial Power*, Chicago, as Western Advertising Manager, with headquarters there. For the past five years Mr. Harvey has been a representative of *Literary Digest* in the Chicago territory. Previously he was with Cutler-Hammer as a sales engineer.

Direct Mail Convention Plans

Fred W. Gage, treasurer of the United Typothetae of America, will tell "Where the Printer Can Help the Direct Advertiser and House Organ Publisher—and especially What the U. T. A. means to D. M. A. A. Members as well as to all Printing Buyers."

The Hon. J. C. Koons, First Assistant Postmaster General, representing the great government organization that makes direct advertising posible, will talk on "The Postal Situation—its Message to Direct-by-Mail Advertisers."

As for users of Direct-By-Mail Advertising such experts as Martin L. Pierce, merchandising manager of the Hoover Suction Sweeper Company; F. Lynn Summer, vice-president of the Woman's Institute of Domestic Arts and Sciences, Scranton, Pa. and W. S. Ashby, advertising manager of the Western Clock Company and a score of others are to talk real experiences and are to give actual facts and figures in regard to their work.

The annual Swap-Fest is to be one of the feature events of the program. Several prizes will be awarded to the winners of this novel contest by three judges who are to be appointed by the President of the Association. The keynote of this particular session is:

"You have a dollar
'I have a dollar
"We swap
'Now each has a dollar
"You have AN IDEA
"I have an idea
"We swap
"Now each has TWO IDEAS."

The "idea" as the official program says "is something you have found out by observation or experience in mental, mechanical, or strategic angles of direct advertising, house organs or circular letters. It must in their opinion be told briefly, the judges will favor the briefest where two ideas are of equal merit. In no event will over four minutes be allowed any one speaker and no speaker may take the floor a second time until all others who desire have spoken.

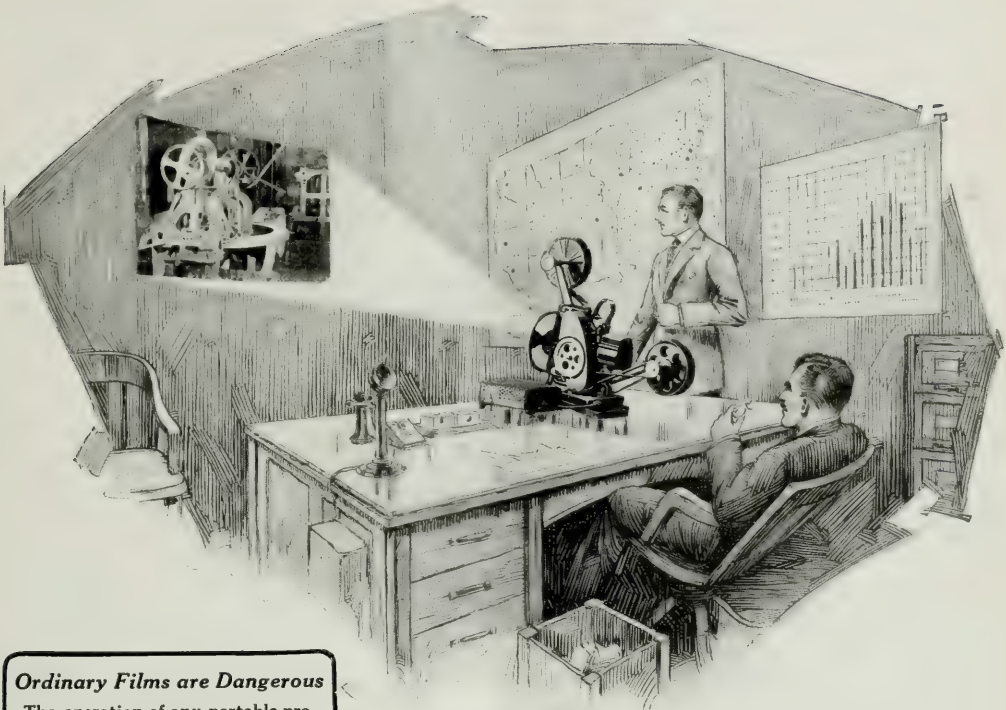
To the organization having the largest percentage of attendance at the convention based on population, the American Writing Paper Company, Holyoke, Mass., will present a trophy.

Joseph Meadon, General Manager of the Franklin Press of Detroit, and General Chairman of the Detroit Committee in connection with the convention, has announced that his organization is completed and will be composed of the following gentlemen:

Gordon L. MacEdward, of Walker & Co., will be vice-chairman, and together with Elmer P. Grierson, advertising manager of the Sprague Publishing Co., will have charge of all finances. Joseph B. Mils, of J. L. Hudson Co., is chairman of the entertainment committee; Joseph Remethy, of the Chope Stevens Paper Co., is chairman of the committee on exhibits; A. E. Winter, of Evans-Winter-Hebb Co., is chairman of the committee on arrangements; W. A. Ratigan of Braum Lumber Co., is chairman of publicity, working in co-operation with the Association's Publicity Commitee; Ward Govett of R. I. Polk & Co., is chairman of the registration and reception committee. Charles Koethen of J. L. Hudson Co., is chairman of the invitation committee, and L. J. Brubaker of the Board of Commerce of Detroit will act as Secretary of the General Committee.

Wisconsin Newsaper Meet Postponed

The annual meeting of the Wisconsin Daily Newspaper League scheduled to have been held at Kenosha, Wis., Sept. 28, has been postponed to October 18. Election of officers will be held and the first report of the new Milwaukee representative, J. W. Martin, will be heard. The League is considering the opening of a main office at Milwaukee. The League, which was organized twelve years ago, has been a marked success.



Ordinary Films are Dangerous

The operation of any portable projector *using ordinary inflammable films* without a fire proof enclosing booth is prohibited by State, Municipal and Insurance restrictions and the violator is liable to severe penalties.

THE NEW PREMIER
Pathéscope
Flickerless SAFETY STANDARD Motion Picture Projector

Business Men THINK in Pictures

WHY does the sales manager dot his map to show distributing points and the movements of his salesmen?

Why does the factory manager govern production by a planning board?

Why does the auditor, accountant or comptroller watch the finances and credits on graphic charts?

Why do business executives in every function use graphs and charts and maps?

Because they can visualize financial and operating conditions more concretely—the graphic presentation of facts assists clear thinking.

Now the most progressive concerns are beginning to apply the same principle to sales work. They find that a prospect can more clearly grasp and visualize a sales story when it is placed before him picturized, Facts leap out in pictures—convincingly driving home points that would often take hours of talking—and then might not be credited. Buyers are very prone to discount a verbal claim—but it's hard to doubt a photograph. Words may be only words—but photographs—living, moving pictures of your proposition in action—get into a prospect's consciousness—compel acceptance.

There's a mighty strong reason why such concerns as these use New Premier Pathéscopes in their sales work.

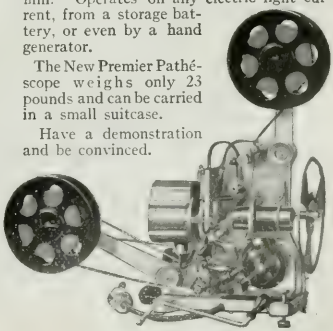
American Mutual Liability Insurance Co.
Baldwin Locomotive Works.
Boston Woven Hose & Rubber Co.
Delco Company
Diamond Match Company
General Electric Company
International Correspondence Schools
International Harvester Company
National Cash Register Company
Otis Elevator Company
and many others

Ordinary films are dangerous and should be used only in a fire-proof enclosing booth and by a licensed operator. But the use of "Safety Standard" films in the Pathéscope projector creates an element of safety that frees your prospect's mind from all thought of fire hazard.

Any of your men can operate a New Premier anytime, anywhere. No special operator is needed. No fire-proof booth is required—the Underwriters' Laboratories have set their seal of approval on the Pathéscope projector and the "Safety Standard" film. Operates on any electric light current, from a storage battery, or even by a hand generator.

The New Premier Pathéscope weighs only 23 pounds and can be carried in a small suitcase.

Have a demonstration and be convinced.





The Pathéscope Co., of America, Inc.

Willard B. Cook, President

Suite 1826 Aeolian Hall, New York City.

Agencies in Principal Cities.

715

Nebraska and the "Omaha Empire"

Facts and Figures That Demonstrate Their Buying Power, With Data to Guide Those Seeking to Advertise and to Sell to Them

By ARTHUR THOMAS

Publicity Director, Omaha Chamber of Commerce

THE MAIN thing for the advertiser or the sales manager to know about Nebraska is that it is an agricultural state, producing annually almost a billion dollars worth of farm and live stock products. There is no other production from the soil, except potash (in which Nebraska leads the Nation) and a limited amount of clay products and cement. While Omaha is the leading city of the country in the production of pig lead, the ore is shipped in from other states.

Nebraska cannot be considered as a complete sales unit. For most lines it should be considered as a part of the sales unit called the "Omaha empire" or the Omaha trade territory.

HOW TO COVER THE TERRITORY

The territory covered by this unit will vary for some lines but, on the whole, may be said to consist of the state of Nebraska, the western half of Iowa, the southern half of South Dakota, the state of Wyoming and parts of Colorado, Montana and states west.

The following are a few examples of the territory commonly covered out of Omaha:

United States Rubber Company—Nebraska, the Dakotas, Montana, Idaho, Wyoming, Utah, Colorado, Kansas, Oklahoma, and parts of Iowa, Minnesota, and Oregon.

Sherwin-Williams Company—Nebraska, Wyoming, Colorado and parts of Iowa, Minnesota, and South Dakota.

John Deere Plow Company—Nebraska, Wyoming and parts of Iowa and South Dakota.

Western Electric Company—Nebraska, Iowa, Minnesota, the Dakotas and part of Wyoming.

The United States Federal Land Bank headquarters at Omaha covers Nebraska, Iowa, South Dakota and Wyoming.

With the exception of a few large cities, most of the population of Nebraska is located on the farms. The first ten cities in order of population importance are, according to the 1920 census: Omaha (191,601), Lincoln (54,934), Grand Island (13,960), Hastings (11,647), North Platte (10,466), Beatrice, Fremont, Norfolk, Kearney and Scotts Bluff; the latter five all having populations between 6,000 and 10,000. All the above cities have much larger trading territories than their population figures would indicate. The population of Nebraska in 1910 was 1,192,214, including 265,549 families on a basis of 4.5 persons to a family.

FARM VALUES

Here are some interesting comparisons: In the United States in

Try it out in Representative Milwaukee

Stability:

Distribution, copy that *pulls*, profitable results, steadily increasing sales—stability in a stable market—is secured at a minimum cost in Milwaukee, with the exclusive use of a single newspaper.

Because 4 out of every 5 English-speaking families in Milwaukee read the JOURNAL every day. The JOURNAL is their Buying Guide.

Your message in the JOURNAL guarantees you and your product as *right* to nearly all of Milwaukee. And it does it at one cost because no other medium is needed to establish your merchandise in this rich, progressive market.

Write today, without obligation, for interesting information of the Milwaukee Market in direct relation to your product.

The Milwaukee Journal

HARRY J. GRANT, Pub. R. A. TURNQUIST, Adv. Mgr.

O'MARA & ORMSBEE, Inc.

Special Representatives

New York Chicago

1910 the proportion of rural population to the total was 53.7 per cent. In Nebraska it was 73.9 per cent. This was a higher percentage of rural population than in Iowa, Kansas, Missouri, or Minnesota, but lower than in the Dakotas. The percentage of native whites in the United States was 74.4 while in Nebraska it was 84.2.

In 1910 the value of Nebraska's farms and farm property exceeded in value that of any other state except Illinois, Iowa and Texas. Nebraska is first in production of alfalfa, second in automobiles owned per capita, third in production of cattle, fourth in production of butter, wheat and live stock, fifth in production of corn, oats, hogs and sugar beets; and ninth in the value of all crops. There is considerable manufacturing in Nebraska, mainly from the raw materials furnished by the farms, the leading lines being packing, butter, flour and beet sugar. Omaha produces more butter than any other city in the United States.

Examination of the market possibilities of the first city of Nebraska furnishes some very interesting comparisons. Omaha, only thirty-fourth among the cities of United States in population, is fifteenth in bank clearings. Between 1910 and 1920, Omaha and Los Angeles were the only cities among the first fifty in the United States to advance as much as seven places in population rank. Only three other cities of Omaha's size or larger have grown faster than Omaha in the last ten years. They are Akron, Detroit and Los Angeles. Akron's growth was due to rubber, Detroit's to automobiles and Los Angeles' to tourists; but Omaha's growth was due merely to the agricultural development of its trade territory.

Omaha serves what I have called the "Omaha Empire." Let us examine some of the features that make it attractive to the manufacturer and distributor with goods to supply its nearly three million people.

THE "OMAHA EMPIRE"

Wealth—The per capita wealth of the United States is $1,965; in the Omaha Empire it is $3,053. The wealth of the territory is such as to make necessary one bank to every 1,456 people, whereas in the United States there is only one bank to every 3,666 people.

Crops—The per capita crop production in the United States the past ten years was $81. In the Omaha Empire it was $205.

Live Stock—The per capita live stock production of the United States the past ten years was $66: in the Omaha Empire it was $240.

Population—The population of the Omaha Empire is 2,950,000. It has a buying power based on per capita wealth, of 4,417,500 people. The population per square mile in the United States is 34.8: in the Omaha Empire it is 9.3.

Buying Power—The buying power of the inhabitants of the Omoha Empire is high because most of them are farmers who raise a great deal of their own food and sell their products at high prices. They have more spending money than any other class in America. This is shown by the large percentage of auto ownership. In the United States there is one auto to every 18.3 people: in the Omaha Empire there is one auto to every 9.4 people.

Transportation—Omaha is the fourth railroad center in the United States with nine trunk lines and twenty-two branches. It has thirteen national automobile highways and is the half-way station on the New York to San Fran-

(Continued on page 39)

13,206 Savings Accounts for a City of 18,293 People — That's Janesville, Wisconsin

Janesville, Wisconsin, census figures show a population of 18,293, an increase of 31.6%. Out of that population there are 13,206 savings accounts in the five banks of Janesville. This is an interesting statement because it has a very essential bearing on the purchasing power—quality of the citizens—and the general desirability of Janesville as a ground for the introduction of goods or increasing the sale of goods already in the Janesville market.

It is claimed that Janesville has the highest per capita bank deposits of any city in the state. The total bank deposits are $10,004,821, which means that for every man, woman and child there are $547.09 in the vaults of the banks. The average savings deposit is $295.12. The same ratio of wealth is true of the balance of the Gazette territory.

The Janesville Daily Gazette is distributing over nine thousand copies daily; has a Service Department ready to co-operate with its advertisers, working in harmony to the end that goods advertised may move through the dealers' hands and out to the public with a minimum of resistance.

Goods advertised in the Gazette are given the use of our prominent display window at the time the campaign is on. Dealers are assisted when desired with window trims while the campaign is on.

Have you included Janesville, the fast growing city, now twenty thousand estimated population, in your Fall campaign?

Janesville Daily Gazette

JANESVILLE, WISCONSIN

M. C. WATSON,
286 Fifth Ave.,
New York City

A. W. ALLEN
1336 Peoples Gas Bldg.,
Chicago, Ill.

EXPORT ADVERTISING and SELLING

A Department of Foreign Trade Extension Service
Under the Direction of
CYRIL H. TRIBE

Around the World on an Advertising Mission

Miss Helen A. Ballard Will Carry the Publicity Messages of U. S. Advertisers, Thus Reversing the Rule of the Globe-Trotting "Spender"

By MYRTLE PEARSON

ENCIRCLING the globe has not yet become so common as to have passed out of the realm of real adventure. It has been accomplished by many individuals and for various purposes,—pleasure, business and feat. But an adventure it still remains.

That noted Frenchman, Jules Verne, he of the prophetic imagination, started the speed ball rolling when, in 1872, he published his book entitled, "Around the World in Eighty Days," the inspiration for which probably was the tour of the world made in 1870, by George Francis Train, of Tacoma, Washington, in just that length of time, the experiences of which he has recounted in his book, "My Life in Many Lands."

It was, however, to eclipse the record of Verne's fictitious betting Englishman that the New York *World*, in 1889, financed the tour of Nellie Bly, who returned to her starting point with a margin of eight days to her credit. The following year, in 1890, the Tacoma Chamber of Commerce raised, by popular subscription, the money to send Mr. Train and another Tacoma man, Sam Wall, then editor of the Tacoma *Ledger*, on a speed tour around the world for the purpose of advertising that city. The time made was sixty-seven days, thirteen hours and a few minutes. By this time world girdling seems to have become something of a habit with Mr. Train, for in 1892 he again accomplished the feat, this time in sixty days, a record not since surpassed.

Letting You In On a Secret

Miss Helen A. Ballard is one of the best known women writers on business subjects in America. Her ability to write is not, however, the extent of her usefulness to business for she has a keen, analytical mind and is able to see and size up a trade problem with facility.

ADVERTISING & SELLING is fortunate in being able to announce that Miss Ballard, during her journey 'round the globe, will write Export Articles exclusively for this publication. Miss Ballard will serve no other publication touching upon the subject of foreign or domestic marketing.

ADVERTISING & SELLING thus will be able to offer to its readers fresh, newsy trade information as to conditions in virtually every country in which it would be desirable for United States houses to establish markets, with the most complete information obtainable as to how to go about this trade or increase it where already established.

These articles, appearing regularly in addition to our usual Foreign Trade Extension Service, should be read with a great deal of interest.

THE EDITOR.

Speeding the globe race track being no longer a new objective, Harry Franck adopted the opposite method and more recently tramped it, writing most graphically of his travels in "Vagabonding Around the World."

REVERSING THE PROCESS

A few individuals seem to have toured the world in an effort to see how much money they could squander, while one man, at least, Robert Meredith tried to do it on as little as possible. His book, "Around the World on $00," published in 1901, gives his expense account for the entire trip as $235.73 1-3, all but about $00 of which he earned on the road at common labor. The time spent was a year and six days and the distance covered about 30,000 miles.

"From Job to Job Around the World" is the story of another man, Alfred C. B. Fletcher, who gratified his desire for world sightseeing by working his way by various methods, mostly by common labor. Others, both men and women, have made similar attempts, but their success is not a matter of record. A few fair stenographers have set gaily forth, but so far as known they have either cabled home for return funds, fallen by the wayside or married. This is not, however, an attempt to enumerate all of the world touring feats, successful or otherwise.

But, as I remarked at the start of this article, globe encircling is still an adventure, and, from what I have been able to learn through considerable research on the subject, it remains for a New York City business woman, Miss Helen A. Ballard, to attempt the feat in an entirely new way, and for a hitherto untried purpose. The avowed purpose is to roll up a good sized bank account, in addition to covering all

of her expenses. And the means, in a general way (she prefers not to go into details except to those interested in securing her services), is by writing and lecturing and executing certain definite advertising and business commissions for international exporters and advertisers.

When I asked Miss Ballard why she was going, she replied:

"For the sheer joy of it, primarily. Secondly, to make money, both for myself and for the business concerns I am to represent."

"Do you think it's going to be all 'joy'," we queried. "Do you know what you're plunging into? Don't you know you're going to meet many obstacles and hardships? You may be held up weeks at a time waiting for a boat. Are you a good sailor? Are you going all alone? Won't you get lonesome?"

BY WAY OF EXPLANATION

"How you do pyramid your questions. But let's take them in order. Yes, in the main I do expect it to be one kaleidoscopic joy. Because, you see, I know how to enjoy both luxuries and hardships. Anyone who can tramp 200 miles straight over trailless mountains and 'ford creeks lengthwise' for miles at a time, or ride a mule up a waterfall, alone in the blackness of a starless night in the Kentucky mountains, and call it all fun, can find the kernel of joy in any hardships to be encountered in going around the world. Of course there will be obstacles, but think of the fun I shall have exercising my ingenuity and diplomacy in overcoming those obstacles. Perhaps I shall be stranded for weeks at a time, and then perhaps, too, I can discover some way out, some freight boat on which I shall be able to secure passage, or some other trip I can take in the meantime, even if I have to double back on my course occasionally. Or, failing any of these, there is sure to be interesting copy of some kind just around the corner so that the waiting time may be profitably spent. Yes, I'm an excellent sailor, and I'm going alone, *all* alone. As to being lonesome, I never have been able to understand how anyone who had resources within herself and a goal toward which to work, could find time to be lonely. I shall miss my friends, tremendously, of course, but I shall know that their thoughts are always with me, that I can talk to them on paper at any time, and at each stop I expect to have a regular debauch reading the bundle of letters from home. No, I'm going to be altogether too busy to mope in fits of lonesomeness, and if I miss the comforts of my own home occasionally, think how much more I shall enjoy and appreciate them and my own America when I return at the end of two years' absence."



HELEN A. BALLARD

"Do you intend to write a book, like most of the other globe trotters?"

"No. I'm going to endeavor to write one *unlike* them. It may not be half as good, but it must be different."

"Who is financing you?"

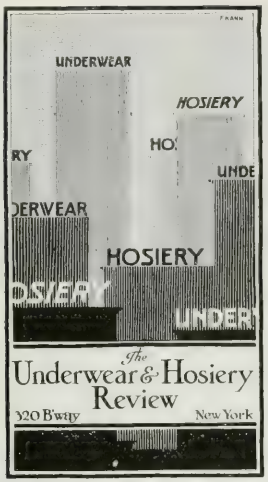
"No one. This is my own plan and I am working it out in my own way, financing it myself by my different contracts."

"You have traveled abroad before, of course." I couldn't help it, though I thought I knew the reply in advance.

"No, I haven't, except through Canada, which doesn't seem like abroad. But there is scarcely any part of the United States that I have not covered. I have always said that I wanted to go around the world when I did go abroad, and take time enough to learn something of other countries. I look upon this trip as a great educational opportunity, for by working my way in the manner that I am going to do I shall get far more out of it than I possibly could if I were going as a tourist. And the more I get out of it myself, educationally and financially, the more the firms I represent will profit by my venture."

WILL SEE ABOUT ALL OF IT

Miss Ballard's itinerary, as worked out tentatively, calls for stops that pretty nearly blanket the globe. She will go to the Hawaiian Islands first, thence to the Fiji Islands, Samoan Islands, New Zealand, Tasmania, Australia, Australasia, South Sea Islands, Dutch East Indies, Federated Malay States, Philippine Islands, Japan, China, French Indo China, Siam, India, Turkestan, Afghanistan, Baluchistan, Persia, the Holy Land South and North Africa as well as some of the points in between, practically all of Europe in-



Some Advertisers and agencies realize the need of
THE WOMAN'S VIEWPOINT
backed by a long experience in all branches of ADVERTISING
Other Advertising still needs it, does yours?
Service Copy Booklets
MINNA HALL SIMMONS
15 West 38 Street, New York City
Room 1205 Phone, Fitz Roy 5596

Topeka Daily Capital
Sworn government report for 6 months ending Apr. 1, 1919 . . . . . **35,247**
Arthur Capper Publisher
TOPEKA, KANSAS
Member Audit Bureau of Circulations

We specialize in house to house distributing of
Advertising Literature and Advertising Samples
We solicit your account.
JAMES T. CASSIDY
206 No. Front St., PHILADELPHIA, PA.
Write for our paper "FACTS."

THE JEWELERS' CIRCULAR New York, has for many years published more advertising than have the seven other jewelry journals combined.

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.
POSTAGE · 18 East 18th St., New York City

cluding the Scandinavian Peninsula, all the countries of the British Isles, and finally back to New York, arriving sometime during the summer or autumn of 1922.

Particularly fortunate is Miss Ballard in her social and business acquaintances, which enable her to carry with her letters of introduction to people in practically every country that she will touch. She will have letters from those who have been sent to foreign countries on secret diplomatic commissions; from those who have been born and have lived most of their lives in the countries; from American business men who have been in business for years in the Orient and have traveled around the world a great many times on business bent; from educators who have studied industrial, trade and educational methods around the world; from the firms that she represents to their foreign representatives; and from many personal friends to their friends and relatives scattered over the globe. There will be letters to the great, the near-great and those in the humble walks of life—to celebrities, officials and just plain folks. Miss Ballard has, herself, a large acquaintance in foreign countries among the native people and particularly in Japan and China, among those who have visited this country.

Miss Ballard's qualifications for the particular work she is about to undertake began when she worked her way through university by writing advertising copy and business articles. Her first business position was writing the catalogues, and other advertising matter, for the women's clothing and grocery departments of Sears, Roebuck and Company.

GOOD BACKGROUND FOR THE "TOUR"

Among Miss Ballard's later activities are her connection with the Immigration Commission of the Federal Government when she had charge of one branch of the investigation into housing conditions and also, later, the investigation of large manufacturing industries. For nine months she sold a bank advertising service throughout a large section of the country, holding that position until she became managing editor of *The Business World* which was then owned by The Ronald Press, and which was later purchased by Advertising & Selling. Miss Ballard then became publicity secretary at the National Board of the Young Women's Christian Associations of the United States, and is the author of a text book on publicity used by that organization. She has held other responsible publicity positions and has done much free lance work. Her book, "On the Bridge," published by the George H. Doran Company, is a gift book of a very unique character and shows her originality. Her business articles have appeared over her own and several pen names and are too well-known to need comment.

Dr. Jeremiah W. Jenks, Director, Division of Public Affairs, School of Commerce, Accounts and Finance, of New York University, who was a member of the Immigration Commission, says of her ability: "Miss Ballard is an attractive, able woman with original ideas, plenty of energy and high ideals of business and living. In her work with me I have always found her tactful and able to get on well with people, as well as having enterprise and good suggestions to make for original work. She is, I think, likely to do well any work that she is willing to undertake."

Other comments which make one feel that Miss Ballard will succeed in her colossal undertaking are those of Hugh R. Conyngton, president and one of the owners of The Ronald Press which published the *Business World* at the time that she edited it, who told me: "I know of no one who possesses to a greater degree, initiative, enthusiasm, originality and ability to execute;" and of Calvin Derrick, Director Education and Parole Board for the State of New Jersey, with whom she was associated in philanthropic work a few years ago: "Miss Ballard is a woman of fine personality and splen-

To advertisers desiring student trade, we offer our wide experience in handling college paper advertising, backed by sales getting merchandise work.
CSAA
Collegiate Special Advertising Agency, Inc.
503 Fifth Avenue, New York *Established 1913*
Chicago office: 110 S. Wabash Ave.

"GIBBONS KNOWS CANADA"
MONTREAL TORONTO WINNIPEG

did accomplishment, socially and mentally, possessing a winning manner, which makes it possible for her to gain the respect of people and to hold their confidence and good will."

Not a doubt of the successful outcome of her undertaking seems to occur to this prospective world adventurer. In fact, so contagious is he renthusiasm that I am sure she will carry out her plans, which, by the way, are most comprohensive and well organized. They she Miss Ballard's ability to think a thing through logically and work out every necessary detail. In fact, they show, to quote from one of her former employers, her "initiative, enthusiasm, originality and ability to execute."

Nebraska and the "Omaha Empire"

(*Continued from page* 35)

cisco airway. Through sleepers run from Omaha to Chicago, St. Louis, Kansas City, Wichita, Colorado Springs, Denver, Los Angeles, Oakland, Portland, Salt Lake City, Ogden, Cheyenne, Casper, Cody, Billings, Sheridan, Deadwood, Aberdeen, Sioux Falls, Minneapolis and intervening points. Omaha is the focal point of 60,000 miles of railroad, including 20,000 in Iowa and Nebraska.

NEBRASKA PUBLICATIONS

In Nebraska, serving as advertising mediums to carry the merchandiser's message to the people of the state and, in many cases, to the wider area that comprises the "Omaha territory" are published, according to Ayer's American Newspaper Annual and Directory, 584 newspapers and periodicals, including 26 daily, 1 three times a week, 15 semi-weekly, 595 weekly, 8 semi-monthly, 28 monthly and 1 quarterly.

In Omaha are published the *World-Herald*, the *Bee*, the *News*, and *Drovers Journal-Stockman*, dailies; the *Nebraska Farm Journal*, which goes to the western farmer semi-monthly; several trade journals; and a large number of foreign language publications such as the *Danske Pioneer*, a Danish weekly and the *Hospodar*, a semi-monthly agricultural journal in Bohemian. In Lincoln are the important dailies, the *Star* and the *State Journal;* the *Nebraska Farmer*, published weekly and circulating widely through the agricultural West; and other publications including the *Deutsch-Amerikanischer Farmer* and the *Freie Presse*, German weeklies.

National Publishers to Arbitrate Labor Question

The National Publishers' Association, at a meeting held at the Engineers Club on Tuesday, appointed a labor division to its Committee on Business Relations to arbitrate the question of wage increase between the Printers' League Section of the Association of Employing Printers and the members of Unions engaged in the publishing field.

The following were chosen to compose the division: Arthur J. Baldwin, of the McGraw-Hill Company, chairman, Committee on Business Relations; D. A. Mackinnon, *Pictorial Review;* A. D. Mayo, Crowell Publishing Co.; J. Mitchell Thorsen, International Magazine Co.; R. L. Wurzburg, Nast Publications; R. J. Cuddihy, *Literary Digest*, and R. J. Brown, Jr., *McCalls Magazine*.

McGrane with "Material Handling Cyclopedia"

Walter S. McGrane, formerly in the copy service department of the McGraw-Hill Publishing Co., specializing on *Engineering News-Record* accounts, has joined the service department of the *Material Handling Cyclopedia*, published by Simmons-Boardman Publishing Co. Mr. McGrane is a graduate of Columbia University, Civil Engineering course, and has had over ten years practical engineering and constructing experience.

To Sub-Let

On or before November 1st, space 50 x 65 feet at 471 Fourth Ave. between 31st and 32nd Streets. Now occupied as business offices. Has plenty of light, eight windows in front and six in rear. Present lease has five years to run from February 1st, 1921. These offices would be very desirable for an advertising agency or a publication office. Apply Mr. Clarke, Fifth floor, 471 Fourth Avenue.

Hal Bro... Adams

ADVERTISING & SELLING
The National Weekly of Modern Merchandising – Established 1891

Features in this Number

October 2, 1920

Building Success Upon "Different" Advertising....*Percy Owen* 3
Policies and experiences of the Liberty Motor Car Company justify a high regard for "paid" publicity.

Real Partnership Between House and Dealer....*James P. Duffy* 5
An angle of the Ingersoll Watch advertising which shows the advantages in sales and good will through helping the trade.

Some of Our "Best Sellers" as Seen by Cartoonist Stanley.... 7

Advertising Copy the Farmer Will Read.....*Ray Yarnell* 7
Some "inside information" about the nature of this peculiar consumer, the agriculturist.

Advertising That Cuts Years to Months.....*Russell T. Gray* 10
How the Under-Feed Stoker Co. introduced a technical product through the trade papers.

The Three Husketeers of Modern Business...*Thomas L. Masson* 12
A sketch of their ambitions, peculiarities and activities, accounting for some of the good and bad in advertising.

The Des Moines Advertising Conventions 14
Associated Advertising Clubs of Iowa and the I—N—K district members hear helpful addresses.

Putting New Incentive Into the Sales Contest..... 18
How the Pyrene Company made the most of Home Office Interest in this procedure.

Iowa's Varied Population Provides a Balanced Market..... 20
This State ranks high in farm production as well as in living standards.

C. K. Blandin, Publisher and Human Being ..*Chesla C. Sherlock* 23

"Doubtful" Minnesota is a Reliable Market..... 28
Some interesting facts about the selling possibilities in this big grain, oil and lumber region.

Wisconsin "Listens" to Advertising..... 30
Manufacturers and farmers are increasing steadily in prosperity and improving as customers.

Nebraska and the Omaha Empire.....*Arthur Thomas* 34
The buying power and intelligence of this region a lure to business builders.

Around the World on an Advertising Mission....*Myrtle Pearson* 36
Helen A. Ballard will carry the publicity messages of American advertisers to many lands.

Calendar of Coming Events

October 6—Annual Convention National Association of Electrical Contractors and Dealers, Baltimore, Md.

October 11-13—Annual Convention National Association of Purchasing Agents, Chicago.

October 11-14—Annual Convention, National Association of Stationers and Manufacturers, St. Louis, Md.

October 11-16—Annual convention, American Association of Advertising Agencies, Chicago, Ill.

October 13-15—Annual Convention, National Implement and Vehicle Association, Atlantic City, N. J.

October 15—Annual convention, Audit Bureau of Circulations, Chicago, Ill.

October 18-22—Annual Convention, American Bankers' Association, Washington, D. C.

October 20-22—Annual Convention Associated Buisness Papers, Inc., New York.

October 25-30—National Business Show, Grand Central Palace, New York.

October 25-29—Annual Convention, National Wholesale Druggists Association, Cincinnati, Ohio.

October 27-29—Annual Convention, Direct Mail Advertising Association and Association of House Organ Editors, Detroit, Mich.

A. A. C. W. to Publish Standard Text On Advertising

In addition to the book on advertising as an economic force, which is now being arranged for, there is to be published another book prepared under the auspices of the Associated Advertising Clubs of the World.

Endorsing the proposal of the Publication Committee, which was passed upon favorably by the National Advertising Commission, the National Executive Committee endorsed also the recommendation of the Education Committee, made in the report of Frank A. Black, its chairman, that a standard text book on advertising be prepared. The work will be revised frequently and thus kept abreast of the times.

The report was made to the Executive Committee in session in Chicago September 22. The Educational Committee also exhibited proofs of a pamphlet containing educational programs suggested for the use of individual clubs. The pamphlet will be printed at once and sent to the club presidents. This committee will also send to clubs a list of speakers available for their meetings.

COOPERATION WITH BUSINESS BUREAUS

While the Executive Committee was in session it received word that a committee from the Better Business Bureau secretaries would like to wait upon them. G. F. Olwin, Indianapolis; Kenneth Barnard, Toledo; and E. L. Greene, of Cleveland, were admitted. Mr. Greene, as chairman of the committee, told the vice-presidents that the organization of secretaries of Better Business Bureaus had sent them to discuss ways and means for closer cooperation with the National Vigilance Committee and with National Headquarters.

A number of detail matters were discussed during the hour or so of the committee's visit, and its members left after expressing gratification because of the call and the free discussion it occasioned.

Committee reports and matters of more or less routine engaged the attention of the Executive Committee for the remainder of a busy day.

Present were President Rowe Stewart, Reuben H. Donnelley, past president; Park Florea, secretary; and Vice-presidents Frank A. Black, T. W. LeQuatte, William J. Betting, John E. Raine, H. H. Charles, W. Frank McClure, and John Ring, Jr., and Richard H. Lee, special counsel to the National Vigilance Committee, and Walter Sammis, editor of *Associated Advertising*.

The Executive Committee was entertained at luncheon by the Atlas, the Agate and the Women's Advertising Clubs, and the Advertising Counsel of the Chicago Association of Commerce.

In the evening a dinner was given in honor of the Executive Committee by the Women's Advertising Club.

Doremus & Co. Open Chicago Office

Doremus & Company of New York, an agency specializing in financial advertising, has established a Chicago office located at 208 South La Salle Street. It will maintain a complete organization, under the management of George H. Snyder, who for many years has been identified with the agency business in Chicago.

Action!

The Metropolitan is positive in all its opinions. It crystallizes its readers' feelings and makes them Act.

Crystallize their opinions about your product———
———make them Buy
through the

Metropolitan

Last Advertising forms for December close October 10

New York American

Welcome home again!

Three months ago, when the New York American, rather than sacrifice its superiority in news and features to steadily rising costs, raised its price from two to three cents a copy, its circulation dropped from about 300,000 to 255,000.

In other words, 45,000 readers thought they would try some one of the other morning papers—all of which had remained at two cents a copy.

Today the 45,000 are back again—reading the New York American. They have proved to their own satisfaction that the New York American is easily worth 50 per cent more than any other New York morning newspaper.

At 3 cents a copy, the average net paid weekday circulation of the

New York American

for the two weeks ending September 18th, was

303,136

In the meantime, on Sunday, the New York American has been selling at ten cents a copy, against all the other Sunday papers selling in New York City at five cents. And it has each Sunday a circulation almost half a million greater than that of any competitor.

A newspaper that outdistances its competitors in circulation by almost 100% at a price 100% greater than the price of those competitors, tells its story in the coldest of business office figures.

However, the mere price of The American is, in itself, not significant. The fact that on week days 300,000 buyers and on Sundays almost a million buyers prefer it at a higher price to all the other morning or Sunday newspapers **at a lower price** is important. It indicates to some extent the class of readers to which the daily American appeals—men and women willing to pay the price for what they want. But of much greater significance is this—

The New York American has, as its exclusive group of readers, a body sufficiently large to make a great success of any business or advertising campaign in New York. And the only way to reach this great audience as a unit is through the columns of the New York American

Circulation of the New York American last Sunday

982,883

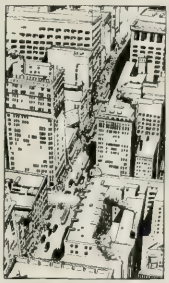
At 10 cents a copy!



Advertising & Selling

OCTOBER 9, 1920

A Splendid Tribute to The Chicago Tribune



State Street, Chicago

An eastern agency wrote to a Chicago retail concern for advice as to the best Chicago medium in which to run a certain campaign "taking into consideration the consumer demand and which has the best fashion or woman's page, week day or Sunday." The Chicago store, which expends hundreds of thousands of dollars annually in Chicago newspapers, replied as follows:

"Your letter of August 18 received, and we suggest The Chicago Tribune, both daily and Sunday, as the best newspaper medium in Chicago for your purpose. However, if your client's product is not too high priced, The Chicago Daily News will be a wonderful medium. In our opinion there is no question about the value of The Sunday Tribune —it has no competition."

Public Library Kansas City, Mo.

The Chicago Tribune's 1920 *BOOK OF FACTS will enable you to determine for yourself just how Chicago retailers divide their advertising appropriations among various Chicago newspapers. A copy will be mailed free on request.*

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Tribune Bldg., Chicago—512 Fifth Ave., New York—Haas Bldg., Los Angeles



"What a striking Catalogue!"

"That's what I call taking advantage of a product's *real* sales features. Just ordinary house paint. Yet see how beautifully it is brought out on this cover. H'm, I wish my house were painted like that."

CATALOGS—and inexpensive ones—*can* get under the skin of your prospects. The limitation of cold words can be overcome by the wise use of color and cover paper. Thousands of advertisers depend upon *Foldwell* to express forcefully the hidden values of their products.

Foldwell

Coated Book
Coated Cover
Coated Writing

Foldwell Coated Cover will improve your catalogs. Its better surface means better color work; and its unusual strength keeps the cover fresh even under severe usage.

Send for samples of Foldwell Coated Cover. Every advertiser will profit by knowing about this printing paper.

CHICAGO PAPER CO., *Manufacturers*

831 S. Wells St. Chicago, Ill.

Nationally Distributed

Here are the Automobiles Farm Life Subscribers Drive!

Summary of Replies Received from Questionnaire Appearing in May, 1920, Issue of Farm Life—AUTOMOBILES

STATE	Replies	Ford	Overland	Studebaker	Chevrolet	Dodge	Maxwell	Dort	Buick	Oakland	Paige	Mitchell	Hudson	Packard	Marmon	Saxon	Reo	Hupmobile	Cadillac	No Brand	Misc.	Total	Own
Alabama	195	28	1	...	5	7	1	...	2	...	...	...	...	...	...	...	...	...	...	2	2	48	48
Arizona	12	6	1	1	...	...	1	...	1	1	...	...	...	...	...	...	...	...	...	...	1	12	12
Arkansas	151	12	...	...	4	1	...	...	1	1	...	...	...	...	...	...	...	...	1	2	2	24	23
California	50	15	4	1	1	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	4	25	23
Colorado	33	11	...	...	3	1	...	...	1	...	...	...	...	...	...	...	...	...	...	...	3	19	19
Connecticut	24	4	...	...	...	...	1	...	...	...	...	...	...	...	...	...	1	1	...	...	2	9	9
Delaware	22	9	...	...	...	1	1	...	...	1	...	...	...	...	...	...	...	...	...	...	1	13	13
Florida	65	7	...	...	1	1	1	...	1	...	...	...	...	...	...	...	...	...	1	...	1	13	12
Georgia	290	63	8	...	8	6	2	1	12	...	1	2	...	...	...	1	1	3	...	5	9	122	116
Idaho	43	12	1	1	1	1	1	1	2	...	1	...	...	...	...	...	1	...	...	1	1	30	30
Illinois	417	100	25	11	15	12	6	1	22	6	...	3	4	...	...	...	7	4	1	8	31	265	243
Indiana	581	165	22	13	10	16	11	3	17	4	4	2	...	1	...	2	2	...	2	10	23	307	296
Iowa	117	43	8	3	4	...	7	1	15	1	...	...	...	...	...	...	...	1	...	1	12	98	88
Kansas	98	37	8	2	3	5	...	1	3	...	...	...	...	1	...	1	...	...	...	1	5	67	67
Kentucky	248	50	2	...	5	5	2	...	5	1	...	...	...	...	...	...	...	...	...	1	6	77	78
Louisiana	70	15	2	1	1	1	...	...	...	...	...	1	...	...	...	...	...	...	...	1	2	24	22
Maine	44	11	2	1	...	...	...	1	1	...	...	...	...	...	...	...	1	...	...	...	2	19	18
Maryland	55	10	...	1	5	2	...	...	2	1	...	...	1	...	...	...	...	...	...	1	2	25	22
Massachusetts	36	1	...	...	...	...	...	...	1	1	...	...	1	...	...	...	...	...	...	...	1	5	5
Michigan	201	61	6	2	5	6	5	...	4	2	2	...	...	...	...	2	2	...	...	1	2	100	100
Minnesota	170	64	10	3	...	2	4	3	8	4	1	1	...	...	...	1	1	...	...	2	1	115	111
Mississippi	170	31	1	3	4	...	2	...	...	...	1	...	1	...	...	...	...	...	...	...	4	47	45
Missouri	252	62	8	1	8	3	5	1	1	...	1	...	...	...	...	2	2	...	1	2	7	104	104
Montana	73	17	5	...	...	2	...	...	2	...	...	...	...	...	...	...	1	2	...	...	1	33	31
Nebraska	69	30	1	...	...	1	3	...	9	2	...	...	...	...	...	1	1	2	...	1	2	57	53
Nevada	3	1	...	...	...	...	...	...	1	...	...	...	...	...	...	...	...	...	...	...	...	2	2
New Hampshire	12	...	...	...	...	...	...	...	...	...	...	...	1	...	...	...	...	...	...	...	...	1	1
New Jersey	29	6	1	...	...	1	...	...	1	...	...	...	...	...	...	...	...	...	...	...	1	10	10
New Mexico	14	7	...	...	1	1	...	...	...	...	...	...	...	...	...	...	...	...	...	2	1	12	12
New York	189	40	6	2	4	3	6	2	6	3	...	...	...	...	...	1	...	...	...	...	...	78	78
North Carolina	215	41	4	1	9	4	2	...	3	...	1	...	...	...	...	...	2	1	...	4	10	82	78
North Dakota	125	58	19	4	2	4	1	...	3	3	2	...	...	...	...	...	3	...	1	4	7	111	110
Ohio	336	88	20	14	31	10	7	3	12	2	1	2	1	...	...	2	6	1	3	1	25	229	227
Oklahoma	121	42	3	1	4	4	3	...	8	1	1	...	...	...	1	...	...	1	...	...	2	71	70
Oregon	53	9	3	2	4	...	...	...	...	...	...	1	...	...	...	...	...	...	...	...	2	21	21
Pennsylvania	335	69	18	9	15	8	3	...	13	1	...	1	1	...	...	1	4	1	...	2	11	138	137
Rhode Island	5	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...
South Carolina	96	24	3	2	5	1	1	1	1	...	...	1	1	...	...	...	...	1	...	3	6	50	50
South Dakota	85	48	10	1	4	5	1	...	4	1	...	...	1	...	...	...	2	...	...	3	4	84	84
Tennessee	184	29	1	...	4	4	1	...	2	...	...	...	...	...	...	...	...	1	...	2	...	44	44
Texas	243	70	6	3	8	5	3	1	4	...	...	...	1	...	...	...	...	1	...	3	4	109	109
Utah	18	2	1	1	...	3	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	7	7
Vermont	32	4	3	1	1	...	1	...	...	...	...	...	...	...	...	...	...	...	1	...	1	12	12
Virginia	206	36	5	2	4	1	4	1	2	...	...	...	...	...	...	1	1	...	1	7	8	74	73
Washington	72	1	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	2	8	11	9
West Virginia	109	12	5	1	2	1	...	...	...	...	...	1	...	...	...	1	...	...	...	2	...	27	27
Wisconsin	134	43	5	4	1	3	4	1	2	...	...	1	1	...	...	...	...	...	...	1	9	75	74
Wyoming	13	2	...	1	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	3	3
Total	6,115	1,505	228	96	195	129	95	22	173	37	14	16	17	2	1	16	39	19	13	76	232	2,925	2,841

THIS table shows both the number and makes of the automobiles driven by the more than six thousand Farm Life readers distributed through every State in the Union who answered a recent questionnaire.

Among that six thousand 2,841 own one or more automobiles. And a study of the makes owned will show a due proportion of the heavier, more expensive cars. The list analyzes, in fact, just about as the registration list of a typical State would analyze.

The test shows that at least half of Farm Life's readers own cars—the country over, and that in some States much more than half. In at least one State—Arizona—every reader is a car owner.

Half the cars owned are of other than the most widely known and least expensive make.

This table shows beyond question the representative character of the Farm Life subscription list—proves that Farm Life appeals to the average prosperous farmer everywhere.

Similar studies have been prepared on more than fifty different products—especially interesting because they show the standing of competitive makes and brands with Farm Life readers. Ask for the subjects that especially interest you.

Farm Life is as national as agriculture. It has the most evenly distributed circulation—and provides the most complete "cover" for the whole country.

THE FARM LIFE PUBLISHING COMPANY

THE JOHN M. BRANHAM COMPANY, Advertising Representatives

NEW YORK CHICAGO DETROIT CLEVELAND ST. LOUIS KANSAS CITY ATLANTA SAN FRANCISCO

Farm Life — As National as Agriculture

SPENCER, IND. Farm Life

ADVERTISING & SELLING, OCTOBER 9, 1920

30th year. No. 16. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1870. Price, 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City



The Outlook for 1921

as seen

By Leading Financiers

The National City Bank says:

"There is too big a crop in the barns for a prolonged period of depression."

Monthly Bulletin for October

The Federal Reserve Board says:

"Excellent crop yields have resulted in *sustained buying power* and improved transportation has given better and more sustained marketing than was thought possible. Crop moving has gone ahead smoothly and the peak of the demand for funds has practically passed without serious inconvenience."

Monthly Business Review, Sept. 30

The Standard Farm Market consists of 1,150,000 representative farmers who enjoy *sustained buying power* and leadership in their respective communities throughout agricultural America.

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Established 1848

The Farmer, St. Paul
Established 1882

Hoard's Dairyman
Established 1870

The Nebraska Farmer
Established 1859

The Progressive Farmer
Established 1886
Memphis, Dallas
Birmingham, Raleigh

The Michigan Farmer
Established 1843

Pacific Rural Press
Established 1870

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Standard Farm Papers, Inc.
Conway Building, Chicago

Eastern Representatives
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The National Weekly of Modern Merchandising — Established 1891

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Sales Remedies to Cure a Sick Market

One of the Surest of Them is Advertising Administered in Well-Measured Doses

By BRUCE Mac GREGOR

PULSE a bit ragged, respiration slightly labored, temperature subnormal; general condition indicates the presence of anemia in incipiency. Such is the diagnosis a reputable business doctor would make, after a careful examination of marketing conditions in the United States today. And based upon the "history of the case," he probably would attribute existing conditions to an over-taxing of the physical and mental structures due, as is too often the case in us more organic humans, to trying to crowd too much activity into a moment.

As an old-fashioned practitioner, I am moved to prescribe just a well-measured potion of common-sense, get-out-and-get salesmanship, with a steady, nourishing diet of well-prepared advertising and, to top it off, a tonic of confidence, taken to heart.

Business isn't bad. If it isn't so good for houses in some lines, it isn't so bad but that it can be restored speedily to average health.

UNDER-SELLING THE CAUSE

There are some factors in the situation which today do not have to be contended with, as they might have, a year or eighteen months ago, and among them is labor. For, as the market for material things has passed from seller to buyer, it has done just this also in man power, until today, putting it crudely, mastery is with the master. Which means simply that the sense of proportion has reasserted itself among the human faculties and instincts.

This is a condition which will be furthered by renewed immigration and which must continue until demand again overtakes supply. For the moment the man who has labor to sell and everything else to buy has lost the economic advantage. But since he represents the American consumer, he is, by keeping consumption down to a minimum, holding the buyer of labor, the manufacturer, to a deuce.

To many it would appear that a condition of over-production exists whereas it is a state of under-selling that prevails, due to the "wait before buying" tendency exhibited by jobbers, retailers and the general public.

Price, a factor not entering seriously into marketing at this time last year, has begun to assert its importance. The situation is that consumers, satisfied as to the nature and quality of goods, now have to be sold on value as related to the price asked.

THREE SALES TO CLOSE ONE ORDER

Then, after you have convinced them that the charge is reasonable, you must satisfy them again that they will be unable a month hence to obtain the same article at a ten to twenty per cent lower ultimate price. So, you see, it is necessary to make two or three mind sales in order to bring about one actual transaction. This is but an example of the selling resistance being encountered on every hand, and which appears to be increasing instead of diminishing as autumn's doors swing outward to admit winter, season of insistent needs.

Everybody who has hit the trails of our inland sales territories knows with what sagacity the grocer or dry goods storekeeper in Decatur, Illinois, Indiana or Texas will ask of each traveling salesman as he appears

More Selling Needed

MORE selling will induce more buying and it is becoming increasingly apparent to all engaged in national marketing that a "showdown" in salesmanship has come.

There are no more adverse factors entering into the merchandising problem today than there were eighteen months ago, save as they have been created by the attitude of those who have let the change from a seller's to a buyer's market overtake them and catch them unprepared.

The cure for the "sick" market now seemingly prevalent is, according to Rowe Stewart, President of the Associated Advertising Clubs of the World, "More and Better Advertising" to which must be added "More and better personal Salesmanship and a good tonic of confidence," as stated by the writer of the accompanying article. THE EDITOR.

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on the scene, "Well, Jansen, how's business? How do you size up the outlook? You get around a good deal and ought to know what business people are thinking and talking about."

It didn't matter much, in the old days, what the answer was, but today, if it happens that your salesman goes up against this query, and you have humped him lately about not turning in more orders, the number of cancellations and other things on his record, the chances are, unless you have instructed him to the contrary, he will reply, "Not so good, Mr. Peabody. Things are pretty quiet all around. The boss was saying, when I was in Detroit the other day * * *" and the black cat, which people are watching to "see which way it will jump," is out of the bag and on its way to less business.

To the salesman, accustomed to flourishing trade tips, this is "inside stuff" and anything he could tell the "dealer" in the old days used to make a hit.

But what small-town storekeeper would not experience the first twinge of business chilblains—so easy to get with a hard winter ahead—at such information, cheerlessly given, at this time?

Now the average inland merchant thinks the way to stimulate trade, when the going is hard, is to cut prices—to slash his own profits. That gets people into his store, which to him is about the same as booming trade. He is more than ever likely to follow that line now, in view of examples set for him by merchants in the larger centers, whose reasons he is not in a position to understand. And when a storekeeper, commonly classified as the dealer, is in a price-cutting frame of mind he is out of the market as a buyer. He does no stocking up so long as he is cutting down his profits, nor is it entirely safe to take him on as a customer unless his reserve is pretty substantial.

If your salesman does land him for an order, there is the prevalence of cancellations to be reckoned with. In fact, this situation is being taken in hand, with a view to checking it, but it will be difficult to do so without the establishment of a more immediate contact between manufacturer or jobber and dealer than is afforded through the salesman who will not be back over the route again until the damage is done and to send whom before then would cost more than the profit involved.

Some houses have checked cancellations by instructing their salesmen to sell cautiously, in small orders where there is the least likelihood of default by the purchasing party. And in such cases the result generally has been a decided shrinkage in volume of business done. For these manufacturers the only hope is vastly increased distribution, obtained at a first cost which is causing many to hesitate.

WARDING OFF ORDERS

A New England textile manufacturer was quoted by the New York *Tribune* a few days ago in these words:

"Although the fundamental conditions of the country are sound and goods are not super-abundant, many obstacles are preventing the resumption of active trading. Confidence has been shaken by reports of declining prices and both the public and the merchants are holding off in their buying.

"We have had a good time, made lots of money and now must pay for it. A new level of prices is coming, but where that level will be no one can say at present. Apparently the readjustment is not complete and financial losses seem to be unavoidable before conditions are remedied."

And so buyers are staying out of the market until after the readjustment is complete so that the financial losses will not have to be stood by their houses. Here is the concrete case of a manufacturer telling the public to prolong a situation and multiply its consequences, not flatly and intentionally, but between the lines of what he utters.

"Wait before you buy" has become the watchword of many families, and, it appears, of many jobbers and merchants as well, all of whom admittedly need goods. While the average American home may be a bit overstocked on grand pianos and automobiles, only a comparatively few have enough suits of clothing, dresses, shoes and winter hats to satisfy the candidates for them.

Merchants have heard their customers say they are "waiting" and if, in addition, traveling salesmen have added to their uncertainty and indecision by such messages as I spoke of awhile ago, it is small wonder that they also are holding off or canceling after purchase.

Basically, the manufacturer is to a considerable extent at fault. He has not been bold enough. Nor has he, at the right time, exerted the proper degree of selling force.

PRESIDENT STEWART'S REMEDIES

"More and Better Advertising," says Rowe Stewart, President of the Associated Advertising Clubs of the World, in a statement made this week to Advertising & Selling, "will produce more and better business." President Stewart's general view of the situation must be recognized as being the key to the whole problem.

But it must not be supposed that the same degree of selling assistance can be had today from the same old advertising we did last year, or even from advertising done in the same old way. The point seems to have been reached where advertisers—big, medium and modest—will have to plan and carry on together, all for the same sales, all for the same "better business." Yesterday's breeze will not sail our marketing ship today.

This is the season of sales conferences in many lines. It must be the time of strengthening—of entire remodeling in numerous instances—of the selling plan. And the advertiser, who, to quote a contemporary, sped along on twelve cylinders when he controlled the situation must not expect to get over the road on two now that he is getting into the hills.

KEYING UP SALES FORCES

Good work can be done among salesmen at home, so that not too many of them will hand in their samples and quit discouraged. Salesmen must be given not only better inducements to move business, but more thorough, painstaking directions as to how it can be accomplished. It seems as if there must be more and better advertising at once, to lighten the load of the man who "travels the line." This advertising should precede his visits, in every form suitable to the goods; should go with him and should follow him, as never before.

There are very few manufacturers who truthfully can say they have obtained anything approaching the maximum of distribution for their wares, even in the domestic field. Now should be the time for vigorous efforts to widen distribution which will take up the slack caused by decreased per capita buying. Outlets obtained now will not only be valuable for today, but perhaps vastly more so for tomorrow's better trade.

It should be remembered that it is possible to reduce prices and advertise the fact in such manner as to induce buying rather than to cause prospective customers to feel that today's cut merely forecasts tomorrow's crash.

Manufacturers who have been in business over a term of years know that there was a time when nobody expected "easy selling" and national campaigns were staged with vim and

BETTER *and* MORE ADVERTISING

It Means Better and More Business to Speed Up Now

By ROWE STEWART
President of the Associated Advertising Clubs of the World

I AM very much encouraged by the outlook for advertising, principally because of the reduction in prices and the turning of business from a seller's into a buyer's market. Advertising, to be successful, must fundamentally be based on an effort to sell intelligently.

During the past year or eighteen months advertisers have not been stimulated to make a maximum effort to increase their production and widen their distribution. When business shows a tendency to slow down, advertising becomes more important than ever. It calls for a scientific study of conditions and intelligent use of the printed word to yield the best results.

During the war period many new avenues for the use of advertising have been opened and the A. A. C. of W. are devoting their efforts to not only the development of these new lines of advertising, but also to establishing in the minds of advertisers the necessity for truth in advertising, so that we may increase the confidence of the public in advertising.

If it is true that 95 per cent of the world's marketing is done through advertising, this is the time when American business should concentrate its attention on betterment of advertising and better and more advertising will mean better and more business.

vigor, in the full expectation of rough going. It is logical to believe that similar conditions will confront selling organizations right now, and the old bag of tricks will have to be brought out again.

The bigger sales organizations of the country have realized this for some time, and the smaller ones must fall into step.

Selling is not a lost art in America, for Americans are essential salesmen, and if those who have been "softened" by the prevalence of a seller's market in the last few years cannot administer to themselves some of the invigorating remedies that are at hand they will find survival difficult in the face of the competition offered by those who can.

The issue is squarely "up to" the advertising and sales executives. There is a wonderful opportunity at hand for advertising managers to join the ranks of real salesmen. This is especially true because dealers and the public needed incentive to buy and would buy liberally if they could be sold on the desirability of doing so now. Nobody really likes to go "long" in a bear market, but there are sound economic reasons why it is out of the question for the bears to control the marketing of physical goods which everybody needs so badly.

Putting Life Into Illustrations

Simon Ascher & Co. Are Working for 100 Per Cent in the Use of Drawings and Photographs

By HARRY DYKE

VIGOR, Vim, Perfect Trim! Remember it?

It's part of a famous old slogan

—And it's also a recipe for good advertising copy

—which advertisers of things to wear have realized quite as clearly as have all other advertisers

—but which they have followed with rather less success than the lay critic would have thought possible, given the properties they work with.

THE DOMINANT ILLUSTRATION

The dominating feature of ninety-nine out of a hundred advertisements of wearing apparel, no matter of what line, has always been, and always will be, the illustration of the article per se, or as part of the garb of a model, and either specifically or generally.

The mother who wants to buy a sweater suit for her baby, or the grandfather who wants to buy a pair of Congress gaiters for himself—if grandfathers do wear Congress gaiters nowadays—demands an illustration of the article sought before she, or he, will let an advertisement of the article sell her, or him. Without the illustration, the advertisement of either article is pointless.

Sometimes, with the illustration, the advertisement is worse than pointless.

A photograph of a wrench in an automobile publication may look a good deal like a wrench in reality, because a piece of steel and a peculiar shaped mass of black ink are both inanimate objects, and the one does not suffer greatly by comparison with the other. But take a photograph of a child wearing a sweater suit, and your four-year-old actually clothed in the woolly garment. By contrast with your shouting, scurrying youngster, the photograph is pretty "dead." It suffers by the



A typical action-picture employed in the Ascher advertising campaign

greatness of that contrast. The model was, perforce, photographed in repose. The pose, with the best of models, is apt to be strained and artificial. The thing has become a "fashion plate," a term we use in contempt when applying it to an actual living person of a type.

WHERE THE DRAWING IS WEAK

Often an artist's drawing but vaguely suggests the real appearance of the garment any more than the usual picture of a horse race suggests speed. Texture, that stumbling block of the artist, is not even remotely approached. So we are satisfied if the artist gets some action into his composition, and enough charm of modelling or extravagance of fancy to attract attention. The copy has to bear the burden of tying the illustration to our line.

The problem of getting 100 per cent efficiency out of its advertising illustration is one that has been attacked with a large amount of success by a manufacturer of wearing apparel now in the midst of a large national campaign. This is the firm of Simon Ascher & Company of New York, makers of knit goods, chiefly of knit goods for children in which line this house is a leader. Today, through the labors of Louis A. Metz, the firm's advertising manager, and the intelligent co-operation of the artists who have been working with him, Ascher babies have become a type, much as Gibson girls were—and still are a type.

The force that has been making sales of Ascher knit goods to and for dealers and has been impressing upon consumer consciousness the appearance and the symbolic meaning of the Ascher label, the "label of the Lamb" is the "aliveness" of the Ascher advertising illustrations, three of which, from *Vogue, Pictorial Review* and the *Ladies' Home Journal,* are reproduced with this article. The vigor and vim of the compositions depicting these trim youngsters has guaranteed attention. The line has been only generally suggested and the criticism may be put that the knit goods are not shown so distinctively that any other house in a similar line might not use the illustrations with equal effect—that they do not say, or mean, "Ascher." On the other hand, it is not difficult to point out that this weakness has been gotten around with unusual cleverness by the device of bringing the trade-

mark, the lamb, into every illustration in a logical, natural and attention-compelling way. The illustration has been labelled with the lamb.

PHOTOGRAPHS AS DEALER HELPS

But Simon Ascher & Company have not embarked upon a policy of dispensing with photographs. Mr. Metz is aiming at 100 per cent efficiency in the use of photographs also, only he isn't doing it in the *Ladies' Home Journal*, the *Pictorial Review*, *Vogue* and *Good Housekeeping*, where his appropriation for general magazine advertising is being invested. Photographs have been made dealer helps.

Throughout the last three years, during which national advertising has been carried on, the firm has sent out to its dealers such stock helps as glass signs bearing the name and label, show cards reproducing the magazine advertising, counter signs showing models wearing various articles in the line and portfolios of the advertising. In the last year, the Ascher salesmen have carried with them a thick photograph album showing pictures of each of the articles as it appears on the model. Considering the difficulties that attend the use of juvenile models, the photographer got splendid results. Next year the company is planning to go a step further and send such albums to each of its dealers. Not only will the photography be of the first quality, but the leggings, sacques, sweater suits and scarf sets for kiddies and the skirts, hoods, toques, shawls and other goods made for girls and women will be shown in their natural colors.

And then it is the intention of the firm to go yet a step further than this: to put on the dealers' counters an extremely attractive frame, into which several such photographs can be inserted to show the consumer, as nearly as possible, how the garment she may be looking for will appear in use.

TALKING PRESTIGE

Attention is not called to this campaign because its originators have overcome completely the difficulties that lie in the use of illustrations designed to sell wearing apparel, but rather because of the way they have worked with these difficulties. In the publications advertising they have employed artists exceptionally well adapted to the depiction of their line for kiddies and have chosen illustrations with real "kick" to them, creating a type in spite of the handicap of having had three different artists working on their drawings and tying up the whole with their line by the clever use of the lamb in the illustration. In their advertising designed to help the dealer at the point where the selling becomes direct they have wisely chosen to use photographs and to present them in such a way that the consumer is not only helped materially in her choice, but, by the manner of that presentation, subtly impressed with the prestige of Ascher.



The product is illustrated in a lively manner and the trade-mark put into action in this piece of Ascher "art"

Capper Buys "Field and Farm"

The Capper Farm Press has purchased *Field and Farm* of Denver, established in 1872, and one of the oldest agricultural journals in the country. This publication will serve as a nucleus for the building up of a close-up service for the diversified farming interests of Colorado, Wyoming, New Mexico and Utah. It will serve the dry farmers, the livestock men, orchard farmers and the irrigated districts of the Rocky Mountain states.

The editors of *Field and Farm* will be men and women who know local conditions and are in close touch and in harmony with the farmers of those sections. The business and editorial offices will remain in Denver. The first issue of *Field and Farm* as a section of The Capper Farm Press will be October 5. It will be issued semi-monthly, on the 5th and 20th of each month. The advertising rate for the present will be 15 cents a line. The addition of this section to The Capper Farm Press will not increase the advertising rate of the latter.

Capper Farm Press Adds Four to Staff

In line with its general policy of expansion, The Capper Farm Press has recently made several additions to its advertising and editorial staff. H. S. Yohe, formerly with the United States Department of Agriculture, but more recently director of the "Ship By Truck" Bureau of the Firestone Tire & Rubber Company, has joined the Capper organization. Other additions to the staff are Robert W. Linley, formerly manager for the Potts Turnbull Advertising Agency at Omaha; M. L. Peek, formerly city editor of the *Capital-Times*, Madison, Wis., and Frank A. Meckel, farm engineering specialist at the University of Missouri. The latter will head the Farm Engineering Department for The Capper Farm Press.

Triad League Opens Season

Bevan Lawson, marketing manager of E. R. Squibb & Sons; George Burton Hotchkiss, head of the Department of Advertising & Marketing of New York University, and Hugh E. Agnew, also of that department, and formerly editor of *Western Advertising*, will be the principal speakers at the opening meeting of the Triad League, on the night of October 9 in the New York Advertising Club.

Addresses will also be made by Otto Kleppner, of the Alfred J. Silberstein Advertising Agency, former head of the Triad, and by Marvin Stanley Small, the new president.

Is Your Advertising Real Salesmanship?

Without Wholly Abandoning Craftsmanship, It Is Advisable to Sell First What You Have to Market

By HUMPHREY M. BOURNE

AN advertisement can be planned to sell any one of five things:
The artist.
The engraver.
The typographer.
The writer.
The thing advertised.
Take your choice.

There are at least two kinds of advertisements that deserve analysis. The first of these is written on the assumption that it is to sell the product. It is planned with the thought that "out there" in the advertising pages and in the open market is sharp competition. So it hops right to it, just like a real flesh-and-blood salesman who must hold his job by the orders he sends in. It is the shortest line between two points—the eye and the pocketbook. Nothing must come between to cause dalliance. To sell the goods is its one and only aim—otherwise why the need for advertising.

"AD" IS FOR ADMIRATION

The other advertisement is dressed up "fit to kill," and indeed does kill itself with its own conceit. It shouts at you: "O, see my pretty picture; my sporty layout; my fancy border; my flossy types; my trick arrangement; I did want to look like a seller, but my boss said 'Goramighty, no! that would be too much like an advertisement!!'"

All that advertisement number two does is simply look pretty and voice a weak "Here I am" to intending purchasers who might happen to see it. It's in the same class with many a good looking order taker who yawningly accepts the money and wraps up the package after the voluntary purchaser has trudged all over town hunting for the article.

A salesman doesn't have to wear cake-walk clothes to be a good salesman. Of course, a respectable appearance is essential; but so long as he is decent and respectable, and lands the orders, the house is for him. Without the orders all the primping in the world wouldn't keep him on the payroll. And by the same token he knows that neither escalloped trousers nor race-track necktie would help him one iota in getting any name on the dotted line.

Yet so many "good" advertisements have only their so-called style to commend them. You can put an admiral's uniform on anyone; but that doesn't make him a Sims.

Which leads us humbly to opine that there's a big difference between a good advertisement writer and a good advertisement-writer.

The former plans and writes in terms of selling ideas; the other endeavors to express himself in terms of word and layout arrangement only.

One is out for a record of sales-results from salesmanship in print. The other aspires to the applause of an imaginary "elect" whose best word is: "That's a clever ad"—without knowing why—or couldn't tell why if they did.

THE FUNCTION OF ADVERTISING

Advertising is a means to selling—whether the product be an engineering service or baby's shoes. Yet there is always a danger of making an advertisement a means of entertainment—something to delight the eye—to paste in a specimen book—or to frame and hang on the wall.

The advertisement writer is always confronted by two alternatives: "Shall I sell the product or shall I sell myself?" He can't do both at once in fullest measure. If he sells the goods he does it so well that the reader probably never thinks of him. If he sells himself he becomes such an obtrusive ele-

Thoughts by the Advertising Wayside

By HUMPHREY M. BOURNE

ADVERTISING started out to sell something; but there's always a danger of making it sell the ad-man's product instead of the advertiser's.

When a good advertisement is rejected because "It looks too much like an ad," somebody, somewhere is giving order for a bouquet of immortelles.

You may lead 'steen millions to look at your advertisement but can you make 'em *think?*

The advertisement planned and written with the thought of selling the thing advertised is a safer bet than one which simply plays with words instead of working with ideas—*selling* ideas.

A bit of advertising roughage which nudges the pocketbook is better than a lot of high-sounding phrases which glide past it.

Sure, any advertisement can be written in thirty minutes; but a little extra time spent on it never did any advertisement any harm.

There's a difference between an advertisement which simply entertains and one which digs down and makes the reader do likewise.

"What does he know about art?" is the kind of a question leveled at the copy man who objects to a picture by Ruffian showing a fairy at the sea-side, when the advertisement is to sell anvils.

Hot-spot-ram's-horn in the ad-man's young life—when the typographic department asks if he won't kindly drop an important paragraph. Yes, he'll do it—kindly—won't!

Find the man in the place who can write the down-to-earth-go-out-and-get-'em campaigns, as well as the dew-drop-on-the-rose creations—and by the gods you have a real advertising man.

If many a double spread were written with the same painstaking care that attends the writing of the average 60-line mail order advertisement, gosh! how the orders would roll in!

The make-up man who marries the candy advertisement to the corn-cure testimonial ought to be made to pay for the license.

ment that the reader forgets the goods.

Again, take your choice.

If telling isn't aimed at selling, why tell it?

If business "dignity" mustn't talk in terms of definite values and an honest dollar's worth given for every dollar received, why stay in business? If it's worth while appearing in fighting togs in the publicity arena why not introduce a few sales wallops to go with the togs?

HELPING THE IMPOTENT DOLLAR

The times demand it. Day by day the dollar is trying to be one hundred cents again. The don't-give-a-darn-what-it-costs attitude of prodigal war times is giving way to a before-war sense of values. And this alone will bring the dollar back. More than ever before there is a need for sane, sound, selling advertising which tells "how much for so much" —advertising which reasons with the reader instead of trying to cajole him with glittering generalities and gaudy layout. A wise buyer and his money are not easily parted.

Let us then give the advertising more than the "once over"; let us look *in* it as well as *at* it.

Is the message an appeal to reason —to the buying instinct—or simply an appeal to the artistic sense?

Is it designed to sell the product on facts, or the advertisement only on looks?

Is the picture art for art's sake only, or art for advertising sake?

Does the type headline amplify the picture headline?

Does the text *work* with *ideas* or merely *play* with *words?*

Is it salesmanship in print, or only craftsmanship imprint?

Is the advertisement but a thing of beauty, or has it also the necessary "roughage" that makes for ready assimilation and intended action?

And, when it is read, has it sold only itself, or what it advertises?

Erie "Dispatch" Buys "Evening Herald"

The *Dispatch*, morning daily of Erie, Pa., has purchased the *Herald*, an evening paper of that city, and beginning October 1, both newspapers were operated from the *Dispatch* plant. To facilitate the use of both publications by national advertisers the papers will be represented and sold in combination. Effective October 1, they will be represented by the Chas. H. Eddy Co., Inc., New York.

John A. Bauer with "Vanity Fair"

John A. Bauer, formerly connected with the Chicago office of Cole and Freer, and for the past fifteen months Eastern representative for that organization, is now located with *Vanity Fair*.

Studying the Dealer's Needs

How the Business Editor Should Be Able to Aid Distribution

By A. W. SAWYER
Advertising Manager, Hart-Parr Company

WHY IS a trade paper? Sometimes I wonder how many trade paper publishers have asked themselves this question and how many have found salvation in pondering over it long and thoughtfully.

From the manufacturers' point of view a trade paper may serve six purposes. It may: 1. Keep the members of the office and field organization posted on happenings in the trade. 2. Give them some idea of what competitors are doing. 3. Act as a clearing house for fundamental trade ideas for the betterment of the industry. 4. Offer a medium of advertising for prospective dealer inquiries. 5. Pave the way for salesmen canvassing for new dealers. 6. Offer a medium for keeping old dealers sold and enthused with your product.

If comparative importance were to be considered I should place Number 6 at the head of the list.

The dealer watches for the trade paper advertisements of manufacturers whom he represents. "Pep" letters to the trade ofttimes get too frequent and too stereotyped to retain the dealer's interest, but he will always read the advertisements relating to his own line. If your advertisement is there he counts you among the live ones; if it is not there he begins to doubt and may transfer his interest to a competitor's product.

These six missions of the trade papers are fulfilled in proportion to the reader interest created by the editor. And the editor who is going to keep reader interest in his paper is the man who keeps the dealer's viewpoint, guesses correctly what subjects will interest the dealer, and treats them in a fresh manner.

The trade paper that has a field editor will come nearer to keeping the dealer's interest than one whose editor tries to solve his problems from the thirty-seventh story of a skyscraper. The latter is going to get into the dangerous habit of trying to figure things out "psychologically." The former is going to get out and see what's wanted and what's drawing.

The fact is, trade paper editors need to get better acquainted with the men to whom they write. We all like publicity articles about our own firms and our own products and often they do no harm, but often their presence means that the trade paper is being edited to the manufacturer rather than to the dealer. This may please the manufacturer —if he is short-sighted; but if the dealer does not read the trade paper, where do the results for the manufacturer-advertisers come from?

The dealer has his peculiarities, his notions and his hobbies. He must be catered to, petted a little, perhaps, but every once in a while a stiff spoonful of educative medicine can be administered along with the petting.

He must be advertised to in the clearest and most concise of the king's English. The best advice I can offer as to advertising copy in trade papers is this: "Say something!" I can go through a tractor trade paper, the trade paper with which I am most familiar, pick out a dozen tractor advertisements, change the picture and the company address and show you that the copy fits my tractor as well as the tractors of the men who wrote the advertisements. Do you see the point?

It is our boast that, whatever the failings of our advertisements they are not "just ads" but as distinctively Hart-Parr as our trade-mark.

American Express Starts New Organ

A new and rather unusual house organ, published by the advertising department of the American Express Company, has just made its appearance. The distinctiveness of this publication is in its light and sometimes flip treatment of heavy, drab business subjects. It is a magazine of twenty-four pages and cover printed in black throughout, and illustrated with halftones and small cartoons. Douglas Malcolm, general manager of the express company's advertising department, and Leslie W. Rowland, assistant manager, direct the publication of the *American Express Monthly*.

Biggest Increase in "United" Sales

Sales of the United Cigar Stores Company, exclusive of agencies, in the first fourteen days of September showed an increase of $825,837 over the 1919 period, which was the largest increase for any similar period in the company's history.

Pointing Up the Selling Arguments

Facts That Settle the Prospect's Mind Win Success for Traffic Motor Truck

By LEW BURNHAM

IN EVANSVILLE, IND., some years ago, two salesmen representing different houses, called on a prospect at the same time to sell typewriters.

One waited while the other demonstrated the many qualities of his machine and finished with the astounding act of placing the typewriter on the floor and standing upon it with both feet to convey its wonderful strength. It went home with telling effect.

After the second salesman was through with his demonstration the prospect asked him whether he could stand on his machine, to which he replied: "It was made to write on, not to stand on." He had "horse sense" and got the order.

ADVERTISING THAT GIVES FACTS

When you compare the advertising and selling of some motor trucks with the procedure that has brought success to the motor truck which will be made the feature of this article, the above story presents a fairly good parallel for methods of selling.

The fact that a motor truck manufacturer has gone out of business on an average of every ninety days for the last ten years, proves in a measure that idealism has, in many cases, over-ridden practicality in producing and merchandising trucks, evidencing the absence of a proper analysis of requirements to meet the needs of those who have hauling to do.

The idea of the manufacturers of the Traffic Motor Truck Corporation of St. Louis, on the other hand, was all practicality. It comprehended the building of a truck of standardized units, specializing on one design and one capacity which would fulfill the needs of the majority. It comprehended — when 4,000 pounds had been found an acceptable standard—the publication of capacity, price and specifications in exact terms in its advertising.

Right there is presented a remarkable contrast to the usual run of truck advertising. Capacity, price and specifications are, unquestionably, the first points the dealer inquires about in approaching a new truck, and for answer has from most new truck advertisers vague ratings that call the truck "1½ ton" or "2 ton," futile vaporings about the over-load that the product can carry and in the advertising, no mention of price.

THE APPEAL THAT IS HEEDED

The Traffic was the first truck to be put on the market with a correct rating for loading. You know just what "4,000 pounds capacity" means, but what is the capacity of a "2-ton truck"? The Traffic organization realized from the beginning that the encouragement of overloading was a great detriment to the truck industry. Its attitude in this respect has been proved right, partly by the success of the Traffic and partly by the fact that many users of ton-rated trucks who have figured that they could buy lighter trucks and overload them, have come to grief, bringing harm, at the same time, to the industry.

What is the appeal to a man who has hauling problems to solve—what is it that will interest him?

Is it the fact that "a three point suspension 3¾x 5 motor will develop 2,000 revolutions per minute and its power is conveyed by 3 per cent nickel steel gear transmission to a rear internal gear drive by means of a two-piece propeller shaft with three universal joints; alignment secured by self-aligning roller bearing?"

Is it such foreign language as this taken from a recent motor truck advertisement?

"Mighty power efficiently controlled resides in these massive servants of industry; making the world's work easier, setting new goals of achievement, bridging a thousand gaps in the smooth evolution of industrial and commercial life."

Traffic advertising tells him that "the Motor Truck is an aggressively constructive commercial force. The Motor Truck untiringly fights for business. It can be advantageously adapted to every class of hauling. It opens new fields of demand. It taps sources of supply quickly and directly. It is a strong offensive against competition. Its speed and capacity, its tremendous strength, and its power, convey to the public a sense of dependable prestige."

SPECIFY BEST POLICY

Emphasis on the facts—on the dependable capacity, not the possible over-load—on the statements that meet the dealer's and consumer's questions, not on verbiage—make up an advertising policy that has paid the makers of Traffic at every turn. In the past three years the plant has been increased to eight times its original size. The factory capacity is now one truck every seven minutes.

To obtain distribution, dealer advertisements appeared originally in all the recognized automobile trade journals. The response was instantaneous—of the first fifty-five dealers who came to St. Louis, fifty-three closed contracts. To-day the assignment to dealers is secondary, as demand is far ahead of production. Today, the Traffic message goes to the consumer in the *Saturday Evening Post*, a list of farm papers, industrial journals, automobile trade papers, export journals and a few newspapers.

It still carries the motto that not only honesty but *specificy* is the best policy and can still teach a lesson to the advertiser who has been citing performance limits and has lost himself in making vague promises in vague phrases to no purpose.

Critchfield Increases Northwest Staff

Critchfield & Company, owing to an increase in business in its Northwest office, in Minneapolis, has added Harry J. Brandon and Harold A. Harmon to its staff there.

Mr. Brandon was formerly with the St. Paul *Daily News* and with the Omaha *Daily News*. Mr. Harmon was formerly on the staff of the *Seed World*, Chicago. He will write copy.

World Wide Agency Gets Three Accounts

The World Wide Advertising Corporation, New York, is now handling the advertising accounts of George Backer, real estate; of Conn & Company, and of Selmer.

THE NEW YORK GLOBE

Offers the general advertiser his best opportunity for a try-out campaign in the Great Metropolitan Market.

By the adoption of the flat-rate basis on August 1, 1920, the small advertiser actually secures a lower rate than under the old rate card.

The flat-rate applies on all new business and on the expiration of all old contracts.

40 cents a line **Less 10%** per full copy

If your agent has not full information regarding this latest progressive step of The New York Globe write for it.

Member A. B. C. **THE NEW YORK GLOBE** **170,000** A Day

Advertising to Standardize Demand

Cleveland Manufacturer Sees a Way to Fill in the Valleys Without Leveling the Peaks

ROY G. OWENS, vice-president of The Lakewood Engineering Company, Cleveland, Ohio, has written a letter to Joseph W. Fordney, chairman of the Ways and Means Committee of the House of Representatives, requesting that the government permit business men to accumulate a reserve advertising fund, without paying taxes on it, which fund can be depended upon whenever earnings are too small to justify heavy advertising expenditures.

Mr. Owens believes that the curtailment of advertising during times of business depression intensifies that depression and that the public begins to drop off. He declares that permanent business prosperity can be insured only by proper advertising, and he has suggested the establishment of reserve funds as a means to enable business men to continue advertising during periods of depression. Mr. Owens' letter to Congressman Fordney is as follows:

"It is a well-known fact that during times of business depression it is the tendency of manufacturers to curtail their advertising appropriations and expenditures. It is also well recognized that this is the time when appropriations and expenditures for advertising should be increased.

SHARING THE BURDENS

"The progressive, wide-awake manufacturer is alive to the need of advertising to create a demand; he appropriates accordingly. In contrast, we have the manufacturer who only advertises when he has accumulated a large surplus as a result of abnormal demand, and feels that he can spend a few dollars for advertising his product. The latter manufacturer, when he scents a little deviation from 'the big demand,' immediately cuts his advertising appropriation. He virtually pulls his house down on top of him. If means can be found to promote advertising in such times, the reaction will be far less severe and the whole country will be immeasurably benefited.

"We believe that if provision were made whereby manufacturers could set up during times of so-called 'good business' an account to be known as 'Reserve Advertising Funds,' which would be non-taxable and which could be drawn upon for advertising only during a recognized imminency of business depression, a great many manufacturers would take advantage of such condition, thereby minimizing the actual occurrence of a business depression."

In a letter to Mr. Owens, Richard H. Edmonds, editor of the *Manufacturers' Record*, points out the important role advertising has played in the great business activity that has followed the signing of the armistice. He writes in part as follows:

"The activity which has prevailed throughout America since the armistice is, to a very large extent, due to the superb advertising of the business people of the country. The armistice had scarcely been signed when there was a temporary spirit of reaction and pessimism in the thought of the people generally. They looked for months and possibly years of inactivity and lack of employment, but the government immediately began a campaign urging business men to advertise heavily. It said that those who were not advertising should begin advertising, and that those who were advertising should increase their advertising space.

CREATING PROSPERITY

"Within a few weeks there was created throughout the country a sense of responsibility of business men to create prosperity in the way the government had suggested, and they began a great advertising campaign which proved to the nation that the power of advertising is almost without limit. Men who had never advertised were astonished at the results of advertising, and men who had advertised in a small and perfunctory way were greatly impressed with the power of big broad advertising, and found that every dollar wisely expended brought to themselves and to the country a great profit in the way of increased and universal prosperity.

"The suggestion which you have made to Congressman Fordney is one which, it seems to me, the government could wisely afford to adopt, and I shall look with interest to see what reply he makes."

Prices "Guaranteed"

The Federal Trade Commission has called a conference of all the trades for October 12, to discuss the question whether guaranteeing prices against decline is legal or illegal, or rather, whether it is legitimate or illegitimate. The commission some time ago took the position that it was unfair competition, and began some prosecutions against concerns who did it. So far as I have seen, says a writer in the *Modern Merchant*, none of these cases has been disposed of. Evidently the commission is in doubt, or it wouldn't have called the conference.

Personally, I am utterly unable to see the smallest thing to question in the action of a seller who guarantees his price against decline for a limited period. And I will wager all I own that no court will see anything to question in it either. When a man buys goods on a fluctuating market—and any market is of course liable to fluctuate—*somebody* must take the risk of a decline before they are sold. Why shouldn't the seller take that risk if he wants to? I can't get the viewpoint of the people who say it is illegal. The chief objection comes from the competitors unfair competition because it gives the guarantors the preference. Of course it does, and it should. Naturally the man who gives protection with his goods gets buyers' preference—that is why he does it. But anybody can do it.

I believe I would be willing to agree, however, that from everybody's standpoint it would be better not to guarantee prices against decline. From the standpoint of the seller who guarantees his price, because he then wouldn't have any losses to take; from the standpoint of the seller who doesn't guarantee his price, because he wouldn't have to meet a worrying form of competition; *and from the standpoint of the buyer, because it would make a better buyer of him.* The man who buys with the price guaranteed against decline doesn't *buy* at all; he merely gives an order. You don't need to know anything in order to buy that way. Anything that forces a man to study markets and study buying is a good thing for him, and sooner or later he will be glad it happened.

Confectionery Account with Eberhard

The Geo. F. Eberhard Company, of San Francisco, will inaugurate and direct advertising campaigns featuring the various preserves and candy confections manufactured by The Remar Sweets Company, of California.

Collier's
THE NATIONAL WEEKLY
¢ a copy



Bradley Knit Wear and Collier's

The Bradley Knitting Company is using Collier's as the backbone of its 1920 national advertising campaign.

Read Collier's

Winning Community Good-Will Builds Sales

Posters That Hook Up With a Local Event Prove to Be a Gratifying Success

By H. L. COREY
Advertising Manager, Champion Spark Plug Co., Toledo Ohio

IT is three years since the Champion Spark Plug Company began to use poster advertising in connection with automobile shows. That this company has been a regular user of this medium since is due altogether to the succes and satisfaction obtained.

From boyhood on we had observed that lithographers and posters—plenty of outside evidence of a show's liveliness and merit—always helped to pack the theatre.

It did not take us long to conclude that herein lay our opportunity to do the automobile business as a whole in that particular town a good turn, help a certain group of individuals in a laudable and encourageable undertaking, assure the success of the show, thus adding to the civic pride of the residents of that particular town and, last but not least, assure for the Champion organization a warm spot in the hearts of everyone interested in the outcome of the automobile show. There is every indication that we shall continue in the future to do what we can along this line.

Some hard-fisted persons might question the wisdom of apportioning the generous sums of money we allot for this particular purpose. Individuals of that turn of mind certainly do not have a correct interpretation of advertising conditions of the present day and their portent.

Perhaps it is because spark plugs seem to be such a small thing as compared against the remainder of the automobile, and our poster advertising contribution such a big thing as compared against all other advertising media used, that makes it appear as though we have taken a leading part—that we have done more to vouchsafe the success of this and that particular local automobile show than any manufacturer of an automobile itself, which has been responsible for the praise and commendation that have been showered upon us each year.

With success assured, everybody is happy. Praise is given unstintedly. Letters of commendation come from every quarter, from every source—from hardware and accessory jobbers, from automobile and truck dealers, from tire and accessory retailers, from automobile show associations — all conclusive and gratifying evidence that our efforts are fittingly appreciated.

There is nothing to keep us from using the minimum poster display allotments but we have always believed in "billing" a show right. The regular half-showing allotment is authorized for each day. We buy the design and posters and pay for the posting. Besides assuming the entire expense in this connection we provide cards, miniature reproductions of the poster itself, for window displays.

Of course it is naturally understood that the individual and collective efforts of our sales department synchronize perfectly with the advertising department in this particular work, thereby enhancing the results to be obtained; in fact, the individual salesmen make splendid use of the opportunity to establish firmer and friendlier relations with the trade. It is the enhancement of this good-will that has given us the invincible position that we have and maintain with the jobbing and retail trade.

We do not claim to have discovered any particular virtue that poster advertising has not possessed all along.

Our happy experience, we do believe, has largely been brought about by a clear understanding of poster advertising's possibilities, as well as its limitations—of the part it can and should take in the public life of a community and the part it can play in a sales and advertising campaign.

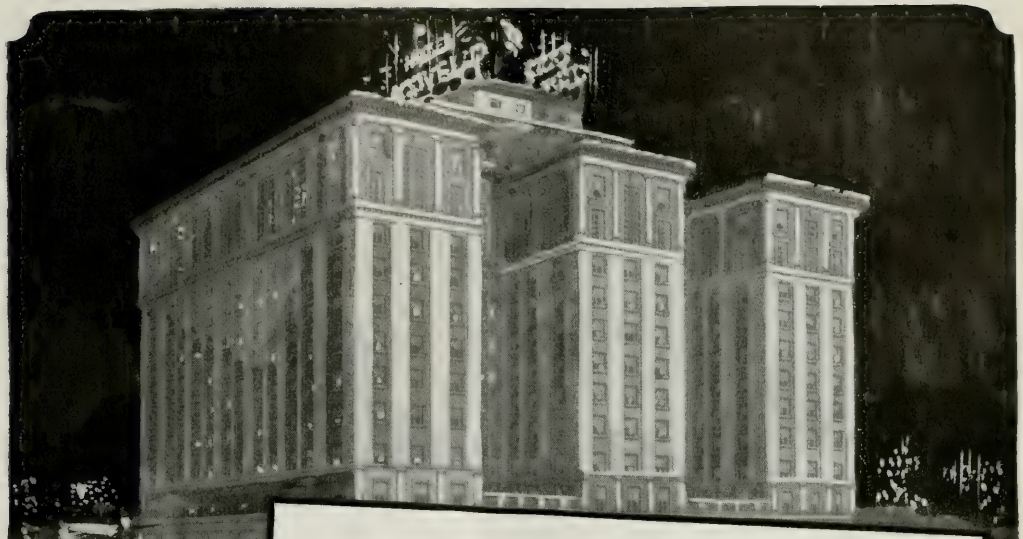
Fine Export Opportunities in New Zealand

Despite an adverse exchange rate, imports into New Zealand from the United States continue to be exceptionally heavy, and in the opinion of many business men there this must continue for some time to come, for the reason that many importers are not able to get even promises of early delivery of many lines from Great Britain, especially motor cars, hardware, fencing wire, rubber goods and drugs. It seems to be the impression in that market that the condition described will prevail until well into next year.

New Zealand, says the New York *Times*, is becoming a very important market for American manufactured articles, and the consumption of American goods per capita in the Dominion is now greater than in many other countries. American manufacturers and producers should remember, Consul General Alfred A. Winslow suggests, that there is sufficient money in the country to make it possible for its inhabitants to purchase for cash everything necessary to meet requirements, and that the future is promising, since there are prospects of a large increase in immigration and the consequent development of many important sections of the Dominion.

"It will pay well to cultivate this market," the consul writes, "and, when possible, to establish branch offices or headquarters in one of the centres to cover the two islands. In case individual firms are not sufficiently strong to open such a branch or agency, it would seem wise to group the interests of several non-competing firms so as to get in as close as possible with the New Zealand distributer. He very much dislikes to deal through too many agents, for this adds to the costs of the goods. In the main, American manufacturers have a good reputation in this Dominion. If it can be supplied at equal prices for standard quality of goods, the American article will usually sell more readily than goods from other countries, notwithstanding the fact that the people of New Zealand are very favorably inclined toward British wares."

Imports from the United States during 1919 amounted to $36,870,100, as compared with $11,110,000 for 1914, and, according to the best information available, the increase for the first six months of 1920 fully kept pace with increase during the last six years. Exports from the Dominion to the United States amounted to $20,443,500 for 1919, as compared with $5,033,000 for 1914, and the exports for the first six months of 1920 have very nearly reached the total for 1919. The outlook for imports and exports during the balance of the year is now more promising than it was at the beginning of the year.





OFFICE OF THE TREASURER

Hotel Cleveland

1000 ROOMS AND 1000 BATHS

Cleveland

July 15, 1920

July 15, 1920

Mr. J. Mitchel Thorsen,
Cosmopolitan Magazine,
New York, N.Y.

Dear Mr. Thorsen:-

I have checked up the sale of magazines at our News Stand and I find that what you thought would be true is true.

Cosmopolitan leads the sale of all magazines in its field, in fact it is topped by only one nickel magazine.

This should please you a lot for I consider it quite a tribute to Cosmopolitan to have the class of people we have stopping at THE CLEVELAND show their preference for your magazine in this way.

Yours very truly,

J. E. Murphy VICE PRES.
HOTEL CLEVELAND

JEL/AHP

Nearly everybody worth while reads Cosmopolitan

Crops Come First With Kansas Buyers

Farmers and City Dwellers of the Great Grain and Cattle State Follow National Advertising

THE MOTTO of the State of Kansas, adopted January 29, 1861, while the memory of the asperity of the local struggle between free soiler and slave holder that preceded the state's admission was still very fresh in men's minds, was: "Ad astra per aspera"—through difficulties (or hardships) to the stars.

That combination of high idealism and common sense which is characteristically Kansan has built a long way toward the stars since those days and, in the process, Kansas has been made a wonderful market for the manufacturer or distributor who has the commodities to market which Kansas — who knows what she wants — wants.

AGRICULTURE FIRST

Kansas is primarily an agricultural state. There were in the state, at the time of the 1910 census, 177,200 farms averaging 244 acres. Laboring on those farms to cultivate the crops for which he is famous, the Kansas farmer has, almost invariably, made himself soundly prosperous and able to take advantage of all the manufacturer offers in the way of making easier his work or adding to the comforts of his home.

The Kansas farmer has devoted himself chiefly to the growing of winter and spring wheat, corn, rye, oats, and potatoes. He has also grown extensively broom corn, sorghum, flax, hemp, castor beans, sugar beets, tobacco and hay. Just within the last twenty years the growing of alfalfa has become one of the chief agricultural industries of the state. Today large quantities of alfalfa hay are shipped East from Kansas, while alfalfa meal mills have been built at many points. The wheat crop for 1918 was 102,008,000 bushels; corn, 43,523,000 bushels; oats, 51,238,000 bushels. Kansas led the country in wheat and was second in the production of kaffir corn. The total value of the 1918 field crops was $424,298,000.

At the same time the raising of cattle and sheep has been an important industry, particularly on the rolling prairies of the west which only recently irrigation has begun to transform into fertile crop lands. The number of cattle in the state in 1919 was 3,365,000, 964,000 being dairy cows. For last year, also, Kansas was credited with 2,331,000 hogs, 1,153,000 horses, 260,000 mules and 460,000 sheep. The total value of the live stock products in the state in 1909 was $90,000,000 and the value of all agricultural and animal products was $307,538,164.91. The packing house products of the state as long ago as 1909 had a value of $12,344,099. Dairy products are increasing in importance rapidly.

THE MINERAL WEALTH

There is a part of the story of whence Kansas gets her wealth. Another part of the story should deal with the mineral deposits—the coal mines into which many Kansans got an unexpected look when they were called upon to answer Governor Allen's appeal for volunteers during the recent strikes; the oil wells; and the salt industries. In 1917 Kansas produced 7,184,975 tons of coal; in 1914 her petroleum output amounted to 3,000,000 barrels; salt, in 1914, stood at 2,967,864 barrels. Natural gas is abundant. Some lead and zinc is produced.

The third part of the story should have to do with manufactures. To date, it has been the least important part. Kansas lives on the land. But manufactures are developing rapidly and the number of plants is increasing. Especially is this true of the southeastern part of the state which tends more and more to become its industrial section. Industrial enterprise in this area gains much from a strong flow of natural gas coming from an extensive underlying gas belt.

There, in brief summary, is the story of how Kansas "makes the mare go." It is not necessary to point out that the same commodity through which the steed is actually persuaded to travel is the commodity for which the manufacturer wants to exchange his product.

Kansans have been ready spenders where convinced of the merit of the article or the cause for which they have been solicited to spend. It is interesting to note that the Kansas farmer owns 1,732 motor trucks, which is a greater number than is owned by farmers in Texas, Indiana, Michigan, Minnesota, or either of the Dakotas. Kansas has one automobile for every ten of her population, a record which is exceeded only by Iowa, Nebraska, the District of Columbia and South Dakota. The farmer on Kansan lands has farm buildings that, as long ago as 1910, were valued at $199,579,599.

"SOLD" ON ADVERTISING

The Kansas farmer was long ago sold on the value and service of national advertising. A reader of good farm papers, an extensive user of power farming machinery which has, in the main, been splendidly advertised, he has learned to digest an advertisement and, more than that, to criticize and reject it if its claims are specious. The "genus Rubensis" is not known on the Kansas prairies.

As in other states, the prospect in Kansas can be effectively approached through the newspapers in some of the key cities, through the farm papers and through the small town weeklies thickly sown throughout the state.

Kansas has one city of over 100,000 population—Kansas City; two of between 50,000 and 100,000—Topeka and Wichita; none between 25,000 and 50,000, the omission being natural for a state in which the manufacturing development has been slow; twelve of between 10,000 and 25,000; twelve between 5,000 and 10,000; and a whole host of smaller towns.

Topeka, with a population of 46,747, has many numerous and extensive manufactures, including the locomotive and car shops of the Atchison, Topeka and Santa Fé Railroad Company, employing 3,500 hands (The company's general offices employ 1,500 officials and clerks). Topeka's large flour mills yield 3,600 barrels daily. The capital of the state, the city stands in the midst of an agricultural section served by its wholesale houses and by its retailers. Topeka has a small but growing publishing business. Its daily newspapers are the *Capital* and the *State Journal*. Senator Capper's excellent farm publications, the *Farmer's Mail & Breeze, Capper's Weekly, Capper's Farmer and Household,* are published here, as is the *Kansas Farmer*.

Wichita, with a population of 70,000, is an important distributing point for agricultural implements and furniture. Its jobbing trade amounts to over $25,000,000 a year. Wichita's stock yards send out over 50,000,000 pounds of products annually. Its newspapers are the *Eagle* and the *Beacon*.

LEAVENWORTH AND ATCHISON

Leavenworth (22,090) and Atchison (15,263) are centers of manufacturing and jobbing. Leavenworth's products include stoves, mill machinery, furniture, carriages, boilers and pumps. The city does a very

large shipping trade in apples. Atchison is probably the most important commercial city in the state, having a large export trade in grain, flour and live stock and an extensive lumber trade. Atchison is a supply center for a very large portion of the state. It has six large flour mills and about sixty manufacturing establishments, employing over 3,000 hands. Leavenworth's chief newspapers are the *Post* and *Times*. Atchison is served by one, the *Globe*.

Hutchinson (19,200), in the south central part of the state, is a distributing point for central and southwestern Kansas. It does an export business in grain, flour and live stock. It has a large pork packing plant, flour mills, several canning factories and twelve salt companies which work a great salt vein at this point. Hutchinson's newspapers are the *Gazette* and the *News*.

OTHER KEY CITIES

Other cities that may be regarded as key cities and their daily newspapers are Salina—the *Journal* and the *Union;* Pittsburgh—the *Headlight* and the *Sun;* Ottawa—the *Herald;* Lawrence—the *Journal-World* and the *Gazette;* Iola—the *Register;* Independence — the *Reporter, Free Press* and *Star;* Fort Scott — the *Tribune* and *Monitor;* and Arkansas City—the *News* and *Traveller*.

Then, of course, there is always Kansas City, though Missouri would steal away some of the glory of that. With immense stock yards capable of handling 3,000,000 head of live stock annually and immense beef and pork packing establishments, with manufactures, embracing flour and lumber, wagons, oil tanks, boxes, baskets, etc. Kansas City is an industrial and commercial center of first importance not to Kansas alone, but to the entire West. It publishes on the Kansas side of the line one daily, the *Kansan*.

Advertising Specialties and Good Will Building

J. M. Saunders Stresses the Importance of Good Will Building and Shows How It Is Accomplished

ADDRESSING a thousand advertising specialty men, from all over the United States and from several foreign countries, convened at Chicago last week, J. M. Saunders, vice-president of the Blanchard Company, Aurora, Ill., stressed the subject of Good Will as follows:

"The late Marshall Field once said, 'Good Will is to business what coal is to the engine, it keeps the fires burning and makes it possible to drive ahead,' but few men of his generation kept as constantly in mind the importance of building good will as did Marshall Field from the days of his apprenticeship in the little dry goods store at Pittsfield, Mass., until 1881, when the great house of Marshall Field & Company came into existence. The years of merchandising history which have since been written by this great firm have been but an extension of application and interpretation of this the fundamental principle of the founder—Building Good Will—at all times and at all costs.

"We might pass at random over the pages of history of the business success of the leading industries and commercial enterprises of today and without an exception we would find the growth of these businesses co-extensive with their recognition of the importance and vital necessity of *building good will.*

"Therefore, it is indeed a pleasure to me to have the opportunity of talking with you who are interested —even as I am interested—in this great problem confronting business to a greater degree at this moment than ever before of the best ways and means of Building Good Will.

"Permit me to say that, from an experience extending over nearly a quarter of a century in the field of specialty manufacture and distribution, it is my firm conviction that there has never been a time when business in general looked as favorably upon specialties as a means of creating and maintaining Good Will as it does today. It is not that the importance of other forms of advertising is minimized in the least, but rather that the improvement in the forms and service applications of specialty advertising has caused this branch to be considered the more.

"Advertising specialties have come to be recognized as a definite link in that great chain of business which transforms the raw material into the finished product, places it in the hands of the ultimate consumer and then brings that consumer back to the same source, time after time, for the same product.

"But I want you to know that as surely as I stand here today I believe that we have just scratched the field of use for advertising specialties. Great as has been the development of the past few years, it will prove as nothing in comparison with the years to come.

GOOD WILL IN MEDIEVAL TIMES

"Since primitive days, when man first started to barter with his neighbor, it has been one of the customs of trade to offer gifts or tokens in order to cement good feelings, conclude the deal, and pave the way for further exchanges. The queen of Sheba, with her heavily laden train and hundreds of black sweating slaves, bore into the court of King Solomon the choicest gifts of her land for the purpose of *building good will,* and firmly establishing trade relations with the Children of Israel. And so successful was this visit, and so effective was the impression created by the gifts brought, that during the reign of these two monarchs there existed the most cordial of social and commercial relations.

"During the medieval days of continental Europe the habit grew up among the shop keepers and trade folk of, at certain regular intervals, sending out an apprentice boy with a gift of their wares for those whom they served. Indeed, in so far as I am able to discover, this is the first definite form of advertising of record. And it is worthy of note that this advertising took the form of building good will.

"The American Indian took his belts of Wampum, his choicest skins

and his gaudiest trinkets and fared forth to trade with his red brothers or at the pioneer trading post. And it was a fixed habit with him that a portion of these wares were used in building good will. Thus was early established in America that principle in the exchange of trade which has steadily grown ever since.—Business relations to be truly successful must be founded upon Good Will and each transaction must serve to augment this feeling of mutual interest and appreciation.

"To summarize, examples might be multiplied indefinitely, showing that the history of sucessful trade is but a record of the improvement of ways and means on the part of those trading, for the fostering of Good Will, from the time of the trading operations of the Queen of Sheba to the present day methods of a great store such as that of Marshall Field & Company.

"Good Will is the greatest asset of many businesses and a most important one of all. It is that part of the present that may be saved for the future, equally as surely as the shekels deposited in the bank.

COCO-COLA'S GOOD WILL $30,000,000

"A most striking example of this is shown in the recent organization effected by the Coco-Cola Company. At the time of this change, assets were listed at approximately $35,000,000, of which more than $30,000,000 were charged to Good Will. In other words, more than five-sixths of the total value of this great company consisted in the favorable feeling the people of America had toward these two words "Coco-Cola." It is a pleasure indeed to record this fact, with reference to the Coco-Cola Company, because no concern in America has more persistently sought for this same most valuable Good Will through the medium of advertising specialties than the Coco-Cola Company. Calendars, fans, pennants, novelties and souvenirs of all kinds and descriptions have for years in ever increasing numbers borne home the legend "Drink Coco-Cola." And America today, oft hidden, drinks it and thinks well of it to a degree that has caused a group of hard-headed business men to pay more than $30,000,000 for this often considered intangible asset of a business."

PRESIDENT FREDERICKSON LOOKS FORWARD

Past President Charles R. Frederickson, in his thorough address on "Our Association—The Year's Work and the Future," pointed out the vital responsibility confronting advertising men, and the need in the profession of a still finer salesmanship, and of advertising.

"The moment has arrived when all within us that is big and sturdy, farvisioned and broad, must come to the fore, because it is our mission as advertising men to keep honest business thriving and flourishing, and we must not fail to measure up fully to the task of our own choosing.

"We must proceed without delay to strengthen our field forces by eliminating 'order takers,' and adding strong minded, hard working men and women, mentally and physically capable, who are now, or are willing to become, close students of both advertising and merchandising; and we must devote ourselves to intensively directing and schooling these representatives, to the end that they may be quickly brought to a high state of efficiency in the presentation of our proposition.

"I commend to your thoughtful consideration the proposal for the creation of a fund for advertising advertising specialties which will be submitted to you again during this Convention. The purpose of this proposed advertising campaign is to



The
ALL FICTION FIELD

COMPRISING

Adventure
Ainslee's
Argosy-All Story
Detective Story
People's
Short Stories
Smith's
The Popular
Top-Notch

make known to the world the heights that our industry has already reached and to more widely spread the knowledge and the conviction that in the use of specialties, embracing calendars, signs and an endless list of utility articles of celluloid, leather, cloth, metal, paper and wood, is to be found the most direct and the most economical method of advertising *for the largest number of advertisers* that has yet been devised."

"In brief, the 1921 price outlook," said C. S. Sultzer, president of the Red Wing Advertising Company, in summarizing his concise talk, "calls for high grade salesmanship — a salesmanship that can and will counteract any apparent disadvantage, and that can and will present the message of the advertising specialty in a vital way. Such a salesmanship will raise the humble specialty from the sphere of mere commodity to the high level of advertising medium whose value is only limited by the intelligent use to which it is put."

WOLTZ URGES ADVERTISING CAMPAIGN

In his speech on "Association Advertising and Its Results," J. R. Woltz, vice-president of Critchfield & Co., urged the specialty men to undertake a three-year advertising campaign utilizing newspapers supplemented by magazines and leading advertising journals.

"Manufacturers are spending more millions in advertising than ever before, and the vast increase in the outlay bids fair to be maintained. With the new and expanded opportunities for every line of American manufacture, with increased production and with keener competition, advertisers are prepared to deal with the whole subject with a larger vision. Even old-timers are investigating fields they never seriously thought of before and they are analyzing the usefulness of methods that they never before considered.

"The consuming public must be educated to the gift value of every specialty it receives. The distributory factors in whose hands judicious opportunity of the manufacturers' advertising is placed must be impressed with the value of the specialties they are giving out. And right here is one of the biggest reasons for the lack of enthusiasm over specialty advertising. The appalling waste in the distributing end alone causes them to hesitate when considering this form of advertising. It is up to your organization not only to educate the manufacturer to a broader and better use of specialty advertising, but to so impress the distributor with the value of his share in the work as to develop in him a feeling of pride and cooperation.

"In looking over a file of one publication for the last year I found that the poster people had used twenty pages and spreads, the car card people fourteen, the direct-by-mail advertisers sixteen, the publications fifty, the advertising agencies a far greater number than any of these, but that the specialty manufacturers had not advertised at all.

FINANCING ASSOCIATION CAMPAIGNS

"There have been a number of successful plans for financing association campaigns. The California Fruit Growers' Association, for instance, allowed as the advertising cost during the last fiscal year 2½ cents per box for oranges and 4 cents per box for lemons. The members of the Rubber Association of America, in addition to their annual dues, have voted a voluntary tax on every pound of raw rubber imported, this tax going into the general fund. The Granite Manufacturers' Association of Barre, Vt., in a campaign levied an assessment on each rough cubic foot of granite that came down from the quarries. In your business, of course, gentlemen, there is no such standard unit of production on which a charge

The manufacturers of Ingersoll watches know the up-to-the-minute habits of the million and a half men and women who read The All Fiction Field. That accounts for their schedule

The
FIELD OF GREATEST YIELD

PUBLISHED BY

Doubleday, Page & Co. The Ridgway Company
The Frank A. Munsey Co. Street & Smith Corporation

MEMBERS A. B. C.

could be based. Two other courses, then, are open: one, an arbitrary charge made equally to all members, depending on the necessary total for your appropriation; and the other, an assessment based on your individual annual volume of business."

Business Paper Men to Discuss Many Topics

An innovation at the convention of the Associated Business Papers at the Hotel Astor, New York, October 22-23, will be the department sessions for the editors, circulation men and publishers. The editors have a separate organization known as the National Conference of Business Papers Editors, which is preparing a special program for their department sessions. At several of the sessions all departments will participate.

On Wednesday morning, October 20, a joint session of all departments will be held, and the following will take place: Welcome by chairman of the General Program Committee; response and annual address by the president of the A. B. P.; appointment of convention committees; and the report of Executive Secretary Neal. The remainder of the session will be devoted to a discussion of the president's and secretary's reports.

A second joint session of all departments will be called in the afternoon. The session subject and general theme for the convention will be: "Business Paper Leadership, Its Responsibilities and Opportunities." There will be four addresses on this theme as it applies to the following departments of publishing: Editorial, Advertising, Subscription and Service.

On Wednesday night there will be a special catalog conference at the Hotel Astor in the interest of publishers issuing consolidated trade catalogs.

For Thursday morning there have been scheduled department sessions: Advertising, Circulation and Editorial.

The Advertising session will take up: Agency Relations Committee report and discussion—one hour; Improving Sales Methods (symposium subject); Making Salesmen Instead of Copy Chasers; The Organization and Use of Research Departments; Educating Advertisers to Use Good Copy; Telling the Story with Charts and Graphs; Taking Our Own Advertising Medicine; The Development of New Business (symposium subject); Developing Small Advertisers; and Broadening the Needs or Merchandising Scope of the Field as a Precedent to New Advertising.

The Editorial session program is being prepared by the Editors' Committee.

The program of the Circulation session is outlined as follows: How to Collect Delinquent Accounts and Keep the Subscriber; How to Get Live Lists of the Right Kind of Prospects; What the Circulation Department Should Do to Keep the Desirable Subscriber Sold, and Assure a Renewal; The Use and Abuse of Sampling; The Relative Advantages of Circularizing and Salesmen; Mailing, Wrapping and Addressing Methods; How to Handle the Crooked Circulation Solicitor; Simplifying Circulation Records; and Cutting Out the Deadwood and Keeping It Out.

On Thursday afternoon there will be two sessions, one for editors and the other for publishers. Such subjects as the following will be considered: The Advantages of a Real Cost System; Methods of Meeting and Curbing Rising Costs; Zoning Subscription Rates to Correspond with Postal Rates; Co-operative Competition Between Competing Papers; Advantages of Standardization in Page Sizes, Rate Cards and in Payment and Discount Dates; Experiences and Views on Application of 90-Day Clause in Advertising Contracts; What Should Be the Relation of Subscription Prices to the Cost of Production; Policy Which Should Be Adopted Towards German and Other Foreign Advertising; How to Handle Conflicting Copyright and Patent Advertising; The Best Policy and Rates for Inserts; Should There Be a Composition Allowance for Full Page Plates; and Holding Advertisers to One Free Copy for Checking Purposes.

The annual banquet and reception will take place at the Hotel Astor Thursday night. Invitations are to be extended to advertising and publishing interests generally. Two sessions—one for publishers and one for editors. Publishers session with the concluding business session, including reports of committees, the adoption of resolutions, and election of officers will close the convention on Friday.

So many advertisers have suggested that the flat rate of the Standard Union is too low for Brooklyn that we have consented to raise it from 15 cents to 20 cents to everyone. There is also a real reason.

J. A. MacDonald With Mid-Continent Agency

J. A. MacDonald, formerly sales promotion manager for the Ajax Rubber Company, is now with the Mid-Continent Advertising Agency, of Dallas, Tex.

Why Business Is Better

Most of Today's Trade Is with Those Having a Sense of Proportion

SINCE the armistice the trade has experienced a half dozen alternate buying waves and depressions—the crests and hollows of disturbed market conditions. There happens to be a slump just now. The present depression differs from the distinct bearish movement that directly followed the armistice only in that it has several new contributing causes. In the main, however, it is a similar manifestation—an extreme of the arc of the swinging pendulum of sentiment.

History shows that this pendulum of bullish and bearish sentiment swings with a broad sweep during the decade following every great war. After the Civil War, for example, prices swung in more or less even sweeps from the date of Lee's surrender in 1865 until the close of 1869. During these four and one-half years a mean of these variations would show an almost constant price level, all extremes being between the chart lines indicating 75 per cent and 100 per cent above the pre-war average. The first real fall in prices occurred in 1870, but it was not until 1876 that they definitely broke below the 50 per cent line.

Similar conditions produce similar results and we expect to see the present depression followed by renewed buying movements and depressions in more or less regular sequence over a series of years. Prices should tend slowly downward and the arc of the pendulum should gradually lessen as the steadying influence of time re-establishes confidence and stability.—*Campbell's Courant.*

Drug Trade Statistics

Drug Topics prints the following information regarding the drug trade, compiled by Saunders Norvell:

Number of retail drug stores in the United States, 49,000.

There is one retail drug store to every 2,048 of the population.

Forty-four and one-half per cent of these stores are rated at $2,000 or less.

Of these 44½ per cent, 92 per cent are without rating in the commercial agencies. Twenty-three and one-half per cent are rated at $2,000 to $5,000.

Of these 23½ per cent, 67 per cent are without rating in the commercial agencies. Seventeen per cent are rated over $5,000 and less than $10,000. Eight per cent are rated at $20,000 and over.

Thirty years ago the number of drug items on the market was 2,699.

The number of drug items now on the market is 45,900.

The patent medicine business of the average wholesale druggist is 54 per cent of the total sales.

Of this 54 per cent, only 12 per cent are distributed in lots of one dozen or more.

Devoe & Reynolds and Condit Electric Accounts with Michaels Agency

The Harry C. Michaels Company, of New York, has obtained the advertising accounts of Devoe & Reynolds, old established paint manufacturing concern, and of the Condit Electrical Manufacturing Company, Boston, Mass.

Franklin Sales Almost Doubled

Total sales of the H. H. Franklin Manufacturing Co., Syracuse, N. Y., for the year ended August 31 amounted to $31,001,565. This exceeds the total business reported during the twelve-month period ended August 31, 1919, by $14,561,934 and represents an increase of 88 per cent. Foreign sales showed the big increase of 166 per cent over the previous year's record.



LOUISVILLE—
The Gateway to
The South

Nine railroad systems, traversing the richest farm land sections, reaching all the big population centers and export cities and tapping the important sources of raw material, radiate from Louisville.

The utilization of the Ohio River for the shipping of tremendous tonnage, awaits only the erection of suitable water terminals and the construction of modern freight barges. Louisville, with a municipally owned water front, is in an enviable position to serve her business interests.

As the chief loose-leaf tobacco market, Louisville is famed throughout the world. Kentucky's 1919 crop of four hundred and seventy-four million pounds, valued at $175,000,000.00, was the largest of any individual state, and a record-breaker.

Coal is in Louisville's back yard. It is estimated that nearly half the state of Kentucky's area is underlaid with high-grade coal, enough to supply the world for generations. Her petroleum output for the last two years has attracted the attention of the world. Her agricultural production for 1919 was nearly five hundred million dollars.

Though in the main Kentucky is an agricultural state, Louisville, its principal manufacturing and trade city, is recognized as one of the South's largest trade centers. Its hundreds of factories and big railroad shops give it immense buying power.

Louisville is a great tryout city for the national advertiser, and the surest way of reaching the buying power of Kentucky's largest city is through the advertising columns of the largest morning circulation in Kentucky; that is

The Louisville Herald

Kentucky's Greatest Newspaper

Eastern Representative: Kelly-Smith Co., Marbridge Bldg., New York
Western Representative: John Glass, Peoples Gas Bldg., Chicago
Southern Representative: Geo. M. Kohn, Candler Bldg., Atlanta, Ga.
Pacific Coast Representative: R. J. Bidwell, San Francisco, Cal.

ONE OF THE SHAFFER GROUP OF NEWSPAPERS

May Have to Adopt New Money Standards

How an American in Paris Views the Exchange Situation

Societe Anonyme de Publications Periodiques, 13, Quai Voltaire

PARIS, Sept. 10, 1920.

Editor, Advertising & Selling:—I much appreciated your kind and cordial letter which I found at the office to greet me upon my return last week. The copies of Advertising & Selling arrived safely, and I have handed one to Mr. Job. Many thanks.

Mr. Tribe should certainly be the man for your Foreign Trade Department. His section of the magazine will undoubtedly become more and more important, for it seems clear to me that international business will keep on increasing as soon as exchange and credit conditions can be standardized.

Since my trip to Switzerland and Italy, I have been wondering whether we should expect exchange in foreign countries to ever come back to old standards, or whether new values should not simply be assigned to the unit called the franc, the lire, the marc, etc., for that is the exact situation at present without its being admitted.

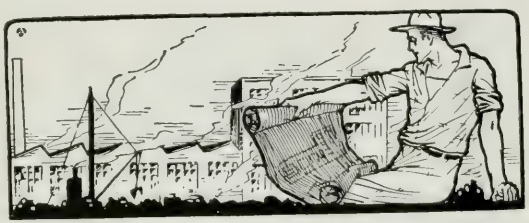
I think I wrote you of our dismay at having to give 100 French francs for 45 (now 42) Swiss francs. But upon engaging rooms, buying a meal and shopping in the department stores in Switzerland, the 45 francs had more *purchasing power* than the 100 francs in France.

In Italy we changed our Swiss francs for *three* lires. We had three times as many *units,* but the purchasing value was about the same.

Silver has practically disappeared from circulation in France. It is most difficult to find even the little copper "sou" in Paris now. There are only the little paper "coupures" of fifty centimes and one franc. Before boarding a street car now, it is quite usual for the conductoress to ask you: "Est-ce-que vous avez de la petite monnaie, Monsieur?" If you have, you generally get on, even when the car is "complet," because your coppers will go toward making up change for several other passengers who have been riding along on credit because it was impossible to change their "coupures."

On the contrary, in Switzerland there was as much or more French silver money in circulation as Swiss. This would indicate to me that the word "franc" in France no longer means the same portion of the world's wealth that it does, for instance, in Switzerland. The exchange value and the local purchasing value are very nearly the same, and one can pretty accurately be determined in terms of the other.

(Signed) LOUIS H. FROHMAN.



Housing the Textile Industry

The Textile Industry spends millions of dollars a year for new construction and re-construction. This is not to be wondered at when one realizes that this industry leads all others in the number of large establishments employing more than 250 hands each, and that many of the 8,500 Textile Mills own complete villages and towns in addition to their factory buildings.

More new textile mills were constructed in 1919 than in any one of the previous ten years, with the exception of 1917. The record for 1920 will probably surpass that of last year.

Here is a rich field for the Builder and the man who sells building materials.

That the opportunities in this field are not being overlooked is shown by glancing through the advertising pages of TEXTILE WORLD, which is read by the men who control over 90 per cent of the purchasing power of the industry.

It will be discovered that there are 36 Builders, Engineers and Architects who regularly advertise in TEXTILE WORLD, in addition to more than 100 concerns who sell building materials.

If you are interested we would welcome the opportunity of discussing the possibilities for the sale of *your* product or service in this industry.

Textile World Journal

Audit Bureau of Circulations, Associated Business Papers, Inc.

BRAGDON, LORD & NAGLE CO.
334 FOURTH AVENUE, NEW YORK

Hanfield and Dunster Join James Agency

J. H. Hanfield and Charles H. Dunster have joined the forces of the James Advertising Agency, Inc., New York. Mr. Hanfield came from the Philip Kobbe Company, and was previously with the Cowan agency.

Mr. Dunster was formerly sales manager of Wildroot Hair Tonic, Buffalo, and later for two and one-half years with the Atlas Advertising Agency. He will have charge of merchandising.

Roberts to Give Advertising Course

W. L. Roberts, general manager of the James Advertising Agency, Inc., New York, will have charge of the advertising course at the Brooklyn Central Y. M. C. A. This course will begin October 13 and will extend over a period of twenty-five weeks. Addresses will be given from time to time by prominent men in the advertising field.

Miss Gochnour Joins Humphreys & Matthews

Miss Irma T. Gochnour, formerly of the advertising department of The Emporium, San Francisco, has become manager of the retail and research department of Humphreys & Matthews, advertising agency of Stockton, Cal. Before going with The Emporium, Miss Gochnour was a member of the advertising and sales department of the Pompeian Manufacturing Company, of Cleveland, O.

A. Randall Crapo with Westinghouse

A. Randall Crapo, formerly advertising manager for Gray & Davis, Inc., is now connected with the department of publicity, Westinghouse Electric & Manufacturing Company, with his office at 82 Worthington street, Springfield, Mass. Mr. Crapo will have charge of the publicity of the automotive equipment division, handling national, trade and direct-by-mail advertising, general publicity and house organ work.

Translating It Into Spanish

What the Advertising Man Did to a Local Institution

NO ONE would have guessed from reading in the Philadelphia *Public Ledger* recently the panegyric written by that journal's Washington correspondent on a new Spanish restaurant opened in the nation's capital—a restaurant that "has the atmosphere of old Madrid"—that only an advertising man's genius prevented that selfsame restaurant from opening under the imposing title of "The Pure Food Shop."

The advertising man was called in when nothing had been done but the purchasing of a building on G street and the putting up of a sign reading: "Pure Food Shop Will Open Here Upon Completion of Alterations."

He discovered, first of all, a strong distaste for the name that "conjured up the picture of a dyspeptic munching breakfast food in a white bowl off a white enameled table." He discovered, secondly, three theretofore unrealized assets—three Spaniards at the head of the new venture, and an imposing head waiter, who had seen service in the Ritz and looked wholly out of place in a Pure Food Shop. Thirdly, he discovered, by paying a visit to the good, but small and unpretentious white enameled place that the same proprietors had been running in the outskirts of the city that his Spanish assets could make real, melt-in-the-mouth Spanish dishes, attractive even when eaten from chilly white china.

CAPITALIZING THE ASSETS

Taking these things into consideration, he decided that if the proposition was to be made profitable it must be made Spanish, at least Continental; and straightway sold his clients the idea of capitalizing themselves, their cookery and their newly engaged head waiter.

With his own hands he took down the Pure Food sign and darkened the windows. When the curtains were drawn again it was upon "The Restaurant Madrillon" — a most European eating place, with upholstered benches running the length of the walls, quaint lighting fixtures that made it not too light, everything that could lend in the way of atmosphere. On the window pane posed a glorious peacock in color, strutting against a background of deep blue velour curtains. The peacock was made a motif of the advertising and the gorgeousness of its feathers was reflected in the futuristic border used throughout the restaurant's decorations.

The peacock, the head waiter who didn't "go" with white enamel, the Spanish cookery that "went" with anything, and the "atmosphere of old Madrid"—all figured in the newspaper advertising which preceded and has followed the introduction of the new gathering place of the Continental—and especially of the Latin—diplomatic set of the capital. "Ask Maurice" is the slogan. "Maurice" is the atmospheric head waiter. "Maurice" himself shivers to think what would have been his surroundings if the proprietors hadn't asked the advertising man.

Uniform—Dependable!

Following is a statement of The Kansas City Star's daily circulation during September. Note the day-to-day uniformity—unaffected by rain, weather or holiday. Carrier circulation is dependable circulation every day of the year.

Date	Morning	Evening	Sunday
1—Cloudy ..	209,008	213,935	
2—Rain	209,282	213,560	
3—Rain	209,421	213,808	
4—Rain	209,283	212,810	
5—Rain			212,843
6—Cloudy ..	207,341	213,418	
(Labor Day)			
7—Rain	208,247	212,564	
8—Rain	209,132	213,113	
9—Clear	209,461	213,234	
10—Rain	209,725	213,496	
11—Cloudy ..	209,961	213,236	
12—Cloudy ..			213,561
13—Rain	209,605	213,096	
14—Clear	209,656	214,182	
15—Clear	210,024	213,781	
16—Clear	209,853	216,210	
17—Clear	210,135	214,702	
18—Clear	210,362	213,704	
19—Clear			213,933
20—Clear	210,510	214,440	
21—Clear	210,826	215,445	
22—Rain	210,921	214,159	
23—Rain	210,941	214,704	
24—Clear	210,988	214,773	
25—Clear	211,018	214,218	
26—Cloudy ..			214,656
27—Clear	211,027	214,787	
28—Clear	211,165	214,860	
29—Clear	211,300	215,134	
30—Clear	211,301	215,525	

THE KANSAS CITY STAR

Average Net Paid Circulation during September:

Morning	Evening	Sunday
210,019	214,111	213,748

Chicago Office, 1418 Century Bldg.

New York Office, 2 Rector St.

Checking up the Se

Form 1204

CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after the check (number of words) this is a telegram. Otherwise its character is indicated by the symbol appearing after the check.

WESTERN UNION TELEGRAM

NEWCOMB CARLTON, PRESIDENT — GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

CLASS OF SERVICE	SYMBOL
Telegram	
Day Letter	Blue
Night Message	Nite
Night Letter	N L

If none of these three symbols appears after this check (number of words) this is a telegram. Otherwise its character is indicated by the symbol appearing after the check.

RECEIVED AT

12NY S 21

DUCKTOWN TENN 10A SEPT

ENGINEERING AND MINING JNL

NYC

SOMETIME AGO YOU CARRIED ADVERTISEMENT OF MACHINE FOR SAWING DRILL CORES LENGTHWISE THINK LOCATED MINNEAPOLIS CAN YOU FURNISH ADDRESS WIRE ANSWER

OCONEE COPPER CO

120P

Report of Equipment or Supplies Purchased from

Advertisements Appearing in Power

Representative Reporting Robb Date 5/17/20

Name of Purchaser Colonade Hotel

Address Phila, Pa

Equipment or Supplies Purchased

NAME	QUANTITY
Economy Furnace — Crocker Wheeler Motors	
N.J. Belt + Pkg Co Packing	
Hoover Owens - Rentschler - Corliss Engines	
Jenkins Valves — Foos Engr Co. Governors	
Yeste Switchboard	

Report of Equipment or Supplies Purchased from

Advertisements Appearing in Chemical and Met. Engg

Representative Reporting H. R. Smith Date 3/2-14-20 (C.W.) District (Cal. & Ariz.)

Name of Purchaser Cons. Products Refining Co (Cal. & Ariz.)

Address Carteret, N.J.

Equipment or Supplies Purchased

NAME	QUANTITY
Allis Chalmers Mfg Co	One 4000 KW A.C. Generator
Crane Co	Over $3000 last 3 months
Foster Engr Co	System for handling ashes about $5000.00

(OVER)

Report of Equipment or Supplies Purchased from

Advertisements Appearing in Eng. News-Record.

Representative Reporting Easby Date Mar. 9, 20

Name of Purchaser T. F. Dick + Co.

Address Scottdale, Pa.

Equipment or Supplies Purchased

NAME	QUANTITY
Keystone Steam Shovel	1
Kochring Paver	1
Rex Mixer	1

(OVER)

Report of Equipment or Supplies Purchased from

Advertisements Appearing in Coal Age

Representative Reporting Genesee Date 5/7/20.

Name of Purchaser Robert Gage Coal Co.

Address Mine #3 — Ft. Charles, W. Va.

Information from Barney Gangloff Supt.

Equipment or Supplies Purchased

NAME	QUANTITY
Hyatt Roller Bearing Company, New York N.Y.	50 sets Hyatt Roller Bearing wheels + axles delivered
	50 more sets ordered but not delivered yet

Form 7

ng Power of a Business Paper

Nobody is in a better position to testify to the influence of a business paper on the buying done by its readers, than the BUYER himself.

As a case in point, we reproduce on the opposite page one of many inquiries such as we are constantly receiving—the Oconee Copper Company telegraphs us for the address of a firm advertising a core-sawing machine.

McGRAW-HILL field men are continually in receipt of information regarding equipment purchased from the pages of McGRAW-HILL publications. C. W. Deitrich, Asst. Power Plant Supt. at the Corn Products Refining Company works, testifies that in his department alone his concern used the advertising pages of CHEMICAL & METALLURGICAL ENGINEERING as a guide in purchasing the following power plant equipment: 4,000 Kw. A. C. Turbo-Generator; over $3,000 worth of Valves, etc. (in less than 3 months); $5,000 Ash-Handling Installation; Horizontal Cross-Compound Engine; two 199 HP Motors; two 10,000,000-Gal. Centrifugal Pumps; and two Centrifugal Air Compressor Sets.

The Superintendent of the Robert Gage Coal Company, Mine No. 3, tells of buying 50 sets of Hyatt Roller Bearing Mine-Car Wheels and Axles, and of ordering 50 more sets—purchases arising from Hyatt advertising in COAL AGE.

Mr. J. H. Dick, of J. H. Dick & Company, credits the influence of advertisements in ENGINEERING NEWS-RECORD with an important part in promoting his purchases of a Steam Shovel, Concrete Mixer, Paver, Finishing Machine, and a quantity of Steel Forms for moulding concrete.

The Collonade Hotel, of Philadelphia regularly from the advertising pages few of its power plant purch[illegible] manner are: Fuses, Motor[illegible] Governors, and a power Switc[illegible]

Twelve Automatic, self-closing circuit breakers were installed in the Joplin & Pittsburgh Railway Company's substations. "Adoption," says Mr. G. H. Grauten, of the Kansas City Railways Company, "resulted from an advertisement published by the Automatic Re-Closing Circuit Breaker Company in the ELECTRIC RAILWAY JOURNAL."

Etc., etc.

We could go on indefinitely, quoting from hundreds of such reports. We can show you any number of them in our offices—fresh from the field.

But it is not necessary. What is demonstrated by these reports is better shown by the character and constancy of our advertisers—the success of our business. All of these mean one thing. Simply that—

Men who read McGRAW-HILL publications buy from them.

McGraw-Hill Company, Inc.



Report of Equipment or Supplies Purchased from

Advertisements Appearing in American Machinist

Representative Reporting W. L. Campbell Date May 25/20

Name of Purchaser Whaley Machine Products Co.
(Formerly Whaley Machine Co. w/ changes)

Address 204 E Main Ste

Equipment or Supplies Purchased

NAME QUANTITY

information given by M. Rhead - Mgr.

1 National - Acme Automatic Core machine
1 Cleveland " "
a supply of "Critchley Improved Expansion Runners"
for which this Co has since received the agency
for this district

(OVER)

Tenth Avenue at 36th Street,

NEW YORK, N. Y.

POWER
COAL AGE
ELECTRICAL WORLD
AMERICAN MACHINIST
JOURNAL OF ELECTRICITY
INGENIERIA INTERNACIONAL
ELECTRIC RAILWAY JOURNAL
ELECTRICAL MERCHANDISING
ENGINEERING NEWS-RECORD
ENGINEERING & MINING JOURNAL
CHEMICAL & METALLURGICAL ENGINEERING



...bes of the ...ya Mountains Destroy a Picture

...s paper of great strength because your ...ll be folded many times.

...is the mourning color of China

...and ye... colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer?

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

Charles R. Frederickson, Specialty Specialist

How a Kansas Boy Turned Pluck and $190 Capital Into Personal Success and a Presidency

WHEN he was sixteen years old Charles R. Frederickson was on his way to Denver to carve a place for himself in the world. He had $190, his first and only capital.

When he was thirty-five years old he had made considerable progress in the carving, for he was then the president and general manager of one of the largest exclusive advertising houses in the country, with two large factories, two sales organizations and offices in almost every large city.

Naturally, while accomplishing all this he was kept pretty busy. But every step in his progress was toward a certain goal to which, to be honest, he probably gave no thought in the early days. However, whether he gave it thought or not, others know that Charles R. Frederickson, by virtue of the experiences he had piled up about him year after year, is today one of the most capable and progressive men in the advertising specialty business of the country—a business controlling a big percentage of the vast amount of money invested in advertising on the North American continent. In fact, so unanimous seems this opinion that in September, 1919, in Chicago, he was elected president of the National Association of Advertising Specialty Manufacturers, the most important position that can be tendered a man in the industry. Again, at this year's election, he was chosen to serve as first vice-president.

A NATIVE OF KANSAS

How he climbed the ladder forms an interesting story. He was born in Lawrence, Kansas, then one of the livest university towns in the country, and was raised in an atmosphere of higher learning. The professions were much looked up to, and the elder Frederickson had plans all arranged to make his son a lawyer. Oleman Opportunity, as Tom Dreier would say, was right on the job—camped, it would seem, at C. R.'s very own fig tree. C. R. had about him a driving restlessness not exactly appreciated then, but today his greatest asset, which would not allow him to submit longer to schoolroom restrictions. He wanted to get quicker results for his efforts.

He was graduated from high school and to appease his indulgent father he took a course in a commercial college. Then he was ready, he argued, to cut loose and get a real job.

It wasn't to be expected that a youngster of sixteen with $190 would stay long on a big trip like the one undertaken. Denver and the country about were like the changing films of a moving picture show, and it takes money to be an audience. So, in a very short time, a job became necessary and in the exigencies of the situation it was not his to question the dignity of the job. What the boy landed was the position of printers' "devil" on a Denver sportsmen's magazine, and ye gods! that was some position in those days.

STARTED OFF BY MAKING GOOD

But he didn't hide his light under a bushel while in this inconspicuous position. A day came when there wasn't a man on the regular staff available for a special assignment and the ambitious youngster from the composing room was catapulted into the job. The assignment office of [illegible] Corporation Mr. [illegible] to be very impressed with the sales reporter [illegible] for some time [illegible] story didn't [illegible] the Newark Star.

It wasn't long [illegible] left Denver to associate himself with



CHARLES R. FREDERICKSON

Senator Bristow and the present governor of Kansas, Henry J. Allen, on a newspaper at Salina, Kansas, in charge of advertising, circulation and collections, but there wasn't a job about the place that he didn't fill when the need arose. Then he came to the notice of a St. Louis capitalist who was just starting a sportsman's magazine and was offered the job of advertising manager. But the magazine, in the words of the doughboy, soon went "blooey." He then attached himself to a St. Louis publishing house that was writing the history of the cattle industry in Texas and the great Southwest.

He was nineteen years old when started with his Studebaker ook and outfit into the semi- uthwest—where gun- to get informa- a book industry out as many men of the cattle lands as any that Bret Harte ever wrote.

When but twenty years old he made his first independent venture, in the advertising brokerage business in Kansas City, and was highly successful almost from the start. Here he made a great deal of money for one so young and became pretty generally known as one of the livest advertising men in that section of the country. He had got into what best suited his particular abilities and temperament, and where he could best express himself.

It wasn't more than a few years until he was in a state of mind and financial position to launch his own company, the Frederickson Company, Inc., of Chicago, dealing in art calendars for advertising exclusively. Here he built up, in a few years, a business that was amazing to those who looked on—and here he felt and hoped he was anchored.

ON TO NEW ACHIEVEMENTS

But the time hadn't arrived for him to anchor anywhere. Just when he was at the height of his achievement, seemingly, a bigger call came. Owing to a series of circumstances which began when the man who had built up the American Art Works of Coshocton, Ohio, failed in health, a president and general manager was urgently needed by that institution and, as many high in the industry had now come to consider Charles R. Frederickson one of the most progressive in it, he was offered the position, which he at first refused, as he had too many plans laid for making his own company a big factor in the march of commercial progress.

But the American Art Works was thoroughly established, it had been in business twenty-two years, and had other advantages. It would have been folly to turn away from this opportunity. He finally accepted the position and its responsibilities. He was then thirty-five years old, and when he landed in Coshocton, ready for business, and his employes looked him over, slim, boyish, enthusiastic, he was dubbed "the boy president."

That was seven years ago. The company's record of yearly sales then was pretty fine. It had taken twenty-two years to reach this commendable volume. Frederickson in seven years almost quadrupled that volume of yearly sales, and he had to almost double the capacity of his factories. Under his supervision the American Art Works has become the largest manufacturers of lithographed metal signs, metal display devices and cabinets in the world. Numbered among its customers are practically all of the national advertisers of prominence, and hundreds that do not have a national market. And with Frederickson at the helm the American Art Works has been equally successful in the building of advertising art calendars, and other direct advertising in paper, metal, celluloid and leather specialties, which, taken to-

THE GAUGE OF EFFECTIVE

THERE can be no more convincing evidence of the influence of The Iron Age among the world's metal-working interests than the hundreds of appreciative letters received from satisfied advertisers.

They come from companies of first importance in every branch of this great field, signed by busy executives—voluntary tributes to the selling power of The Iron Age advertising pages from men who know.

One of these letters is reproduced in The Iron Age each week. Read them yourself—always on page four—and measure the ability of this publication to serve you by the expressions of those who are now profiting by it.

The Iron Age covers a diversified field, embracing the entire range of metal-working industries, producers of iron, steel, and non-ferrous metals, manufacturers of machinery, machine tools, finished metal products; ship builders, railroads, mine operators, foundries, machine and forge shops, etc.

If you have anything to offer companies in this greatest of industrial markets, and are not using this medium to reach your trade, profit by the experience of those who do. Let us send you copies of a few letters from successful advertisers in your own or kindred lines.

gether, constitute a complete service in themselves.

AN ESTABLISHED MEDIUM

Forty years ago this method of advertising was practically unknown. In the little city of Coshocton, Ohio, it was born. The man who made the first advertising specialty started the business which was the parent company of the present American Art Works. Today the country is dotted with buildings of great size, which devote their facilities to no other purpose than serving the advertisers who use specialty advertising. Unlike many other industries that have come into being in recent years, this industry has had no rise and fall—it has steadily forged ahead. "The test of an industry," says Mr. Frederickson, "is in its endurance. The specialty advertising industry in this country has endured, and has become of more and more importance to the success of the country commercially because it has the fullest confidence of those for whom its service is intended."

And it has won the confidence of advertisers, in the opinion of observers, mainly because men of the type of Mr. Frederickson cast their lot with it, and are back of its policies and dealings.



Dublirer to Direct Sales and Advertising for Rauh & Mack Shirt Company

Samuel Dublirer, for the past two years advertising and sales manager for the Bauman Clothing Corporation, manufacturers of Wearpledge-Insured Clothes for Boys, has filed his resignation with that concern to become associated with the Rauh & Mack Shirt Co., of Cincinnati, in the same capacity. He will assume his new duties on October 15. Prior to his connection with the Bauman Clothing Corporation, Mr. Dublirer was connected with Cohen & Lang for four years, as advertising and sales manager.

Barling Made "United" Sales Head at Newark

Eugene H. Barling has been appointed sales manager of the Newark office of the United Advertising Corporation. Mr. Barling has been connected with the sales force of the "United" for some time. Previously Mr. Barling was assistant advertising manager of the Newark *Star Eagle*.

Harry L. Smith With "American Magazine"

Harry L. Smith has left the Chicago *Tribune* to join the western selling staff of *The American Magazine*.

Milham Leaves Pennsylvania Hotel

C. G. Milham has resigned his position as publicity manager at the Hotel Pennsylvania and editor of its daily house organ, the Pennsylvania *Register*, taking effect October 1. Mr. Milham had been connected with the Pennsylvania organization since shortly after its opening and has been editor of the *Register* exactly one year, as it was ventured and established October 1, 1919. The *Register* will be continued, enlarged to four pages and published by the publicity department, which has been placed under the direction of Austin W. Baylitts, assistant to Mr. Statler.

Chas. H. Wolfe with Culver-Hammill

Chas. H. Wolfe is now a member of the force of Culver-Hammill, Inc., advertising agency of Los Angeles. Mr. Wolfe was formerly associated with the News Printing & Publishing Company, of Sacramento. He was also secretary of the Sacramento Ad Club.

"Farm and Fireside" Adds Cady

P. K. Cady, formerly associated with Lee Higginson & Company, of Chicago, has joined the Chicago selling force of the Crowell Publishing Company, on *Farm and Fireside*.

Gunnison Has Publisher's Account

Stanley E. Gunnison, Inc., is now handling the account of the Tatler Publishing Company of New York, publishers of the *Tatler Magazine*.

American Truck Sales and Advertising Head Resigns

H. J. Vogler, who has spent fifteen months in organizing sales, service and advertising of the American Motor Truck Company, New York City, and who has held the official title of general sales manager of that company, has resigned.

Phenomenal Wheat Crop in Nebraska and Kansas Presages Increased Prosperity

A phenomenal and unexpected yield of wheat in western Nebraska and Kansas, as reported by a special to the New York *World*, presages greater prosperity than ever for the farmer of those states. Already land values have risen surprisingly, and large numbers are seeking farms.

Millions of bushels were raised this year where but thousands were looked for or hoped for. Millions of bushels were harvested where not a single grain of wheat was sowed last year—a phenomenon accounted for by the fact that fields designed to lie fallow this year were found to have been inadvertently planted with wheat that fell off in the harvesting last year and became "volunteer" wheat. Crop conditions and new harvesting machinery that makes the wheat grower almost independent of outside help, did much to make this season a banner year for the farmer.

Evidence of the boom in this territory is shown in the big increase in land values. Land could have been acquired for seven dollars an acre two or four years ago; today it is being held for $40 or $50 an acre, and some for as high as $100 an acre.

Sherman & Lebair, Inc., Succeeds Sherman & Bryan

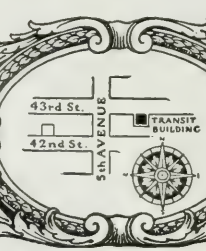
By a change of name effective October 1, 1920, Sherman & Lebair, Inc., succeed to the control and management of the advertising agency hitherto known as Sherman & Bryan, Inc., with George C. Sherman as president and Harold A. Lebair as treasurer. The offices of the organization will remain at 116 West Thirty-second street, New York.

Sherman & Lebair, Inc., are among the well-known advertising agencies in the United States, having been established fifteen years ago. They are charter members of the American Association of Advertising Agencies, National Outdoor Advertising Bureau and Audit Bureau of Circulations. Both members of the firm are taking an active part in association work. Mr. Sherman is president of the National Outdoor Advertising Bureau, while Mr. Lebair is secretary and treasurer of the New York Council of the American Association of Advertising Agencies.

EVANS & BARNHILL
INCORPORATED
Merchandising-Advertising

Announce their removal from Aeolian Hall to the Transit Building Annex where they now occupy the entire ninth floor. The former telephone number, Murray Hill 8923 has been retained. The new mail address is

10 EAST 43RD STREET
NEW YORK CITY



Randall Renews Advertising Contracts

The Fred M. Randall Company, advertising agency, Detroit, Mich., is renewing contracts and sending out orders for the 1921 campaign of the Aladdin Company Readi-cut Houses, Bay City, Mich.

This agency is also making up a list of rotogravure newspapers and magazines in the 1921 schedule of the Ideal Engine Company and Ideal Lawn Mower Company, Lansing, Mich., and is sending out orders to ladies' publications for spring campaign for the World's Star Knitting Co., Bay City, Mich.

German Post Office and Telegraph Sells Advertising Space

According to a Berlin dispatch to the Little Rock, Ark., *Gazette*, the bankrupt German State Post and Telegraph system has entered into competition with the national billposting and advertising agencies.

Postage and telegraph rates have reached the limit; the cost of mailing letters is so high that people have cut their correspondence to the minimum. The billion mark deficit continues to grow. The postal authorities are looking around to sell or rent anything which will bring in money, consequently they advertise that they will rent advertising space on the interior and exterior walls of post office buildings.

You may buy advertising space on the backs of postal money order forms, telegraph blanks, or on the margins of postage stamps. Mail wagons and telegraph poles will be rented as advertising mediums. Even the cancellation stamp will be sold to the highest bidder. A post office commission has been authorized to censor the advertisements and reject unsuitable or undignified matter.

Canada's August Trade with U. S. Increases $4,000,000

Canada's total trade with United States for the month of August was $133,493,327 as against $128,233,837 for the corresponding period of August, 1919. Total imports from the United States into Canada were $65,864,199, while exports to the United States were $47,629,328. Canada's imports from the United States in August, 1919, were $63,500,000, while exports to the United States for the same period of 1919 were $44,733,837.

The Canadian Pulp and Paper exports to the United States during August, 1920, were approximately $14,000,000.

Daniel Starch at Harvard

Daniel Starch, who has taught psychology at the University of Wisconsin for twelve years, and is the author of several text books on advertising, has accepted the appointment as assistant professor of advertising in the Harvard graduate school of business.

A Market Data Message From Missouri

The "Show Me" State Has Reversed the Traditional Order And Is Now Selling Missouri to the World

I'M FROM Missouri. You've got to show me."

That's what the Missourian used to say; or what he has long been commonly represented as saying.

Today, as we shall proceed to prove, he has voluntarily reversed the situation. Today, the live Missourian says:

"I'm from Missouri. Let me show you."

This is what is meant by the surprising amount of excellent "booster" literature we are receiving from the wide-awake Chamber of Commerce of the leading Missouri cities. That is what is meant, for example, by the advertising campaign, widely commented upon, by which the "Chamber" of Kansas City, Mo., has been selling its home town to the nation.

ADVERTISING KANSAS CITY

It will be remembered that the Kansas City promotion organization took the "Do You Know?" articles which had been running in the Kansas City *Star*, bringing before readers the outstanding facts about Kansas City, and sent them around the country through the medium of advertising columns of 117 newspapers, later merchandising them through the Kansas City trade territory in pamphlet form.

It cost the Kansas City Chamber $75,000 to carry out that newspaper campaign and the wholesalers who financed the pamphlet had to put up $3,000 more; but so well is Missouri sold on the new policy of showing somebody else that probably two or three times the amounts could have been raised without trouble.

Today the Missourian can say: "I'm from Missouri. I tell the world."

And, because he is telling the world, the world is learning something about the splendid Missouri market with the result that both teacher and pupil are profiting by the education.

What are some of the things that the Missourian can tell the world that it will pay that part of the world that can enter his market to advantage to learn?

CROP TO BE PROUD OF

In the first place, he can point with pride to Missouri's prosperous agriculture. The state contains every variety of soil. From that soil are grown such staples as corn, wheat and oats. Barley, rye, hay, fruit, white and sweet potatoes, dairy and home garden products, wool, cattle and pork are raised in excess of home needs. Sorghum, rice, peanuts and castor oil beans, hemp, flax and grapes thrive in it. The Missourian can tell the world with pardonable pride that Missouri farm crops in 1918, for example, had a value of $482,436,000. He can point out, kindly but firmly, that she raises, to keep company with the famous Missouri mule, great flocks—herds—droves—of other stock. In 1919, Missouri had 4,943,000 hogs, a number exceeded only by Illinois and Iowa; 1,539,000 sheep contributing to the nation's wealth five and a half million pounds of wool; 1,782,000 head of cattle, 919,000 dairy cows, 1,040,000 horses and 374,000 mules. He can state in general terms that the state output of dairy products is enormous and back up his statement with figures showing that shipments from his poultry yards brought him $30,760,267 and that his total production totaled about $50,000,000. These are very essential facts in estimating the power of the Missouri market.



WILLIAM M. MESSITER

"Bill" Messiter was the first man to enter my Chicago Office. That was nearly 20 years ago. Now I have a staff of about 20 people in my Chicago headquarters, but no one who is more valuable and loyal than my old friend "Bill."

Lane Block

The Detroit Journal

An advertiser can "blanket" Detroit with 350,000 daily circulation by using the two Detroit evening newspapers. The DETROIT JOURNAL is a big influential evening newspaper with a distinct following that can be reached by no other paper. With THE JOURNAL on your list your Detroit campaign cannot fail.

Serial Adv. No. 18

Glancing only briefly at his submitted report showing that his lead mines put out an annual tonnage of close to 200,000, valued at over $15,000,000; that he can produce more than 100,000 tons of zinc a year, over half of the total production of the United States; that he mines some silver, gets some oil, some natural gas, considerable bituminous coal and two-thirds of the barytes produced in the country, let us look at his manufacturing power by scanning the records for his chief cities. Consider just six.

THE IMPORTANCE OF ST. LOUIS

Of course, he scores high on the first try. St. Louis is the fourth manufacturing city in the United States with 3,300 factories and an annual payroll of $135,000,000. Its manufacturing and distributing business reaches to all parts of the Central and Southern Mississippi Valley. It has an export trade valued in the last estimate—which is left far behind by this time—at more than $61,000,000. It is one of the chief fur markets of the world. Outstanding lines of manufacture are shoes, street and railway cars, stoves, coffee, tobacco, furniture and all kinds of machinery. It is the crowded gateway for a huge commerce in hardware, drugs, dry goods, millinery, horses and mules, cattle, cotton, grain and hog products.

There are 900,000 people who call St. Louis "home"; 1,500,000 who live within the boundary drawn around its suburbs. Basing our estimate on the 1910 census figures, we may say that about 125,000 of the population are foreign born and 45,000 are colored.

St. Louis has found the recent years prosperous ones. Last year her bank clearings amounted to $8,065,368,000.

Publications, suited to the purposes of the advertiser in bringing his message before the people of this great market abound in St. Louis, which carries a large share of Missouri's thirty and a half million dollar publishing business. Its daily newspapers are the *Globe-Democrat*, the *Post-Dispatch*, the *Star* and the *Times*, and the German papers, *Westliche Post* and *Amerika*. From St. Louis, also, are issued several important class and trade publications like the *American Paint and Oil Leader*, the *Auto Review*, the *Christian Quarterlies*, *International Musician*, the *Journal of Agriculture*, the *Mercantile Adjuster*, the *Missouri Ruralist* and the *National Farmer and Stock-Grower*.

PROSPEROUS TRADING CENTERS

When your Missourian got through showing you some of the attractive marketing points about St. Louis he might run up—figuratively—to Hannibal for local color and quote Mark Twain at you. Hannibal has grown since Tom Sawyer's boyhood. Today it can show more than a hundred factories engaged in the manufacture of Portland cement, structural steel, buttons, washing powder, car wheels, tools, shoes and stoves. Its trade has grown immensely with the development of the farm lands nearby and the rich coal fields in the vicinity. Hannibal now has a population of 22,000 people. Its only daily newspaper is the *Courier-Post and Journal*, published evenings.

Looking for more cities of over 20,000 population to show you, your Missourian must turn to the west. Springfield, passed through on the way to the populous Kansas border tier of counties, is a shipping center for a large district rich in timber, mineral, horticultural and agricultural products, especially grain, poultry and dairy products. Springfield has a population of about 40,000, many of whom find employment in its extensive manufactures, which include the largest wagon factory in the state. Its advertising mediums are the dailies, the *Leader* and the *Republican*. Its publishing houses also bring out the monthly, *Ozark Countryman*, the *Ozark Magazine*, also monthly, and the semi-monthly *Retail Trade Journal*.

A step further west and a little south brings us to Joplin (35,000), which, in addition to being a good city to make a living in and a wonderful market for advertised goods, also happens to be the gate to the beautiful Ozark playground. Lead is the big figure in Joplin's industrial life. Lead and zinc mines lie all around it. Its manufactures include lead works, cooperage works, large flour mills, foundries and machine shops. Joplin's progressive newspapers are the *Globe* and the *News-Herald*. It also publishes the *American Zinc and Lead Journal*.

CHICAGO'S INDUSTRIAL BROTHER

To the north a little, fronting the Kansas border, along which Missouri has placed many of her prosperous towns as if on guard, is Kansas City, Mo., the overgrown twin of Kansas City, Kan. Concerning the advertising activity of this city to demonstrate its many attractive features we have already referred. To the national advertiser its most attractive feature will be its buying power and its receptiveness to wares sold on a national scale.

Speaking industrially, Kansas City is a small brother to Chicago. Its stockyards are the largest in the country after the Windy City's. It has an extensive trade in live stock, is one of the country's leading pork packing centers and winter wheat markets. A wide variety of manufacturing lines give employment to many of the wage earners among its 281,911 population. The farmers of the rich agricultural country in the midst of which it is located make it a headquarters for supplies. Dailies published in Kansas City include, according to Ayer's American Newspaper Annual and Directory, from which the publishing facts for this and other Missouri cities are taken, the *Star*, the *Post*, the *Journal* and the *Drovers' Telegram* (live stock and agricultural). *Farm and Home Mechanics*, *Farmer and Stockman*, *Home Friend Magazine*, *Missouri and Kansas Farmer*, *Outdoor Enterprises*, *Retail Lumberman* and *Central Christian Advocate* are published here.

ST. JOE AND JOBBING

Showing you the marketing features of St. Joseph, the third of the big towns along the Kansas border, means showing you a great jobbing and supply trade. "St. Joe's" jobbing business amounts to over $100,000,000. It has many manufactures and produces a wide variety of products, but, to the merchandiser, the most interesting phase of its prosperity will be its relations with a great trade territory lying to the west and even a bit to the south and north. St. Joseph's dailies are the *News-Press*, the *Gazette* and the *Stockyards Journal*. It also publishes several periodicals.

Showing Missouri, using "Missouri" in the accusative and not the dative case, may well end right here. Statistics could be quoted to exemplify the Missourian's buying power by showing how he has made his state third in the Union in the use of farm motor trucks and there are a score of other ways to do it, but we have implied that buying power in talking of his agricultural and industrial activtiy. Of course, he is a buyer of importance. He is also a buyer of discrimination and must be recognized as such in the advertising written for him. No matter how much he may be "showing" these days, the fact is, you know—he still has to be shown.

Evans and Barnhill Move

Evans & Barnhill, advertising agency, have moved from the Aeolian Building, New York, to the Transit Building Annex, 10 East Forty-third street. They will retain their former telephone number.

Unlike Any Other Community

Joplin, Missouri

The Market 240,000

This explains an unusual merchandising situation and suggests a combination that lowers the rising cost of advertising. Please clip and file for ready reference.

The 1920 census figures for Joplin proper show a decrease from 1910 of 2,218, and yet Joplin has increased enormously in value and importance. The census report, per se, is misleading. Joplin is not to be considered from the standpoint of its 29,855 population, but from its definite influence upon a wonderful market of 240,000—an increase over 1910 of 75,000, and the average suburban radius increased from 25 miles to 39½ miles.

The great trading territory has grown because of its enormous diversified agricultural and mineral wealth. Much of the field but prairie in 1910, is now the site of many good sized towns.

All this new population, some of it drawn from Joplin itself, is dependent upon Joplin as its commercial hub. No other city is in competition. Seven railroads, two interurban electric lines, and many hard-surfaced, fine roads radiate from Joplin, the natural center.

In Joplin there are more and better homes, more stores, and much larger and better stores, better hotels, schools, churches, infinitely greater banks, jobbing houses and institutions of all kinds than there were there ten years ago.

And this large and prosperous population unit of 240,000 is served with comparative ease thru the better-than-average transportation and jobbing facilities centralized in Joplin.

Unlike Any Other Newspaper

Joplin Globe

(A. B. C. Member)

Paid Circulation 25,709

Average for 6 months ending March 31, 1920

Line Rate 8c Flat. Mornings Except Monday

The market expansion explained above is reflected in the circulation of the dominant newspaper. Within the ten year period the Globe's circulation has about doubled.

Indeed, much of the territorial expansion is due to the Globe's aggressive influence.

In Joplin proper the Globe reaches practically every worthwhile family. In fact the city circulation often exceeds the number of families.

In the suburbs within a 39½ mile average radius, where the heavy population increase has been, the Globe reaches about every second family—and is delivered in most of the homes before early breakfast.

Where street cars or steam trains do not leave at early hours, the Globe rushes agency bundles out to the various towns by its own rapid automobile truck service, starting at 3 A. M.

The Joplin market of 240,000 is large enough to be profitable for national advertisers. The net profit is increased thru lower selling cost, resulting from adequate wholesale and transportation facilities; and still further increased thru the need of only one newspaper for complete advertising coverage. The combination of the Joplin market and Globe lowers the rising cost of advertising.

Are you interested?

Representatives

E. Katz Special Advertising Agency

Established 1888

15 E. 26th St. NEW YORK	Harris Trust Bldg. CHICAGO	Waldheim Bldg. KANSAS CITY	Candler Annex ATLANTA	Monadnock Bldg. SAN FRANCISCO

Old Arizona Is a Growing Young Market

Irrigation, Releasing Wealth of Soil; Mines and the Cattle Barons' Wealth All Swell Its Buying Power

NOT LONG after he came back to American soil upon the completion of his service in France, General John J. Pershing paid a visit to Arizona, which, with New Mexico, had furnished him with his early military experience. While in the state he said on one occasion:

"I lived here in my youth as a soldier. I have seen the country grow through these many years; it is my Arizona and I greet you upon my return home."

Arizona is like that; it becomes "my Arizona" to every one who is fortunate enough to have been called to cast his lot among Arizonans for however brief a period.

GROWING ARIZONA

But it isn't *dolce far niente* atmosphere, nor "the lure of the desert," nor anything like it, that endears the state to those whom it adopts even temporarily. Rather, it is what "Black Jack" Pershing picked out—the "growingness" of Arizona, the fact that, though its traditions date back to the Spanish Conquistadors, it is growing with the spirit of crescent youth, with a growth which one can watch—and feel that he has a hand in it all.

Arizona, growing constantly in importance as a market for the wares of the nation, growing as a producer of marketable commodities itself, has an undeniable fascination for the modern inheritor of the spirit of the old trader — the modern merchandiser.

The latest estimates give Arizona a population of 500,000 people, which indicates a growth of well over 100 per cent since 1910. Of these, about 40,000 live in the city of Phoenix, the capital of the state. Tucson claims nearly half as many more. Prescott, Yuma, Miami, Jerome, Holbrook, Globe, Flagstaff, Douglas, register figures on the right side of 5,000. The rest of the Arizonans live in the small towns or on farms in the crop growing and the grazing lands.

Crops and live stock furnish the chief resources of the state after those represented by its rich mineral deposits. The total crop value of the state for 1919 was $61,757,753. The estimate made by the Government of the value of the live stock in Arizona in 1920 was $81,895,000, covering 132,000 head of horses, 10,000 of mules, 57,000 of milch cows, 1,200,000 of range cattle, 1,300,000 of sheep and 50,000 of swine.

THE AGRICULTURAL FUTURE

Farming is successfully carried on in the river valleys by the aid of irrigation and the mountain lands are well adapted to stock raising and wool growing. Ostrich farms in the Salt River Valley prosper. The thing that interests the Arizonan is not so much the farming of today, but that of the future. That future holds out splendid prospects of crops, not only of cereals, but of tropical fruits when the work begun with the building of the Roosevelt and the Laguna dams is completed and the 900,000 to 1,000,000 new acres that it is possible to reclaim by irrigation are turned into great fertile gardens. Alfalfa, barley and kafir corn are the chief crops today. Wheat, corn, oats, beans and cotton are also grown. With the division of the land into smaller holdings the importance of the dairy industry is growing and early experiments in dry farming seem to hold forth rich promise.

Arizona mines give the world copper, gold, silver, lead and zinc, mentioned here in their order of estimated production value in 1919. During that year the output fell some $93,000,000 in round figures below the output of 1918, due to the turning back upon the market of copper mined for the Government for war emergencies, to labor troubles, and to a decrease in the quality and value of these metals. In 1917, a typically good year, Arizona produced over $80,000,000 worth of copper, about one-third of the country's total; $5,533,800 worth of gold; $6,738,000 worth of silver; also 22,272,000 pounds of lead and 17,729,000 pounds of zinc. Productive patented and unpatented mines in Arizona have an assessed valuation of $414,236,636.90; smelters, concentrators, reduction works and improvements on all mining property, $73,873,877.92.

MANUFACTURES INCREASING

Manufactures in the state are small, but increasing with the needs of a growing population. The products of the between 300 and 400 manufacturing establishments in the state are valued at over $50,000.

Arizona is improving its transportation systems to keep up with its growth. There are now over 2,000 miles of railroads in the state. Two transcontinental railroads, the Southern Pacific and the Santa Fé, and their subsidiaries or connections reach every important point in Arizona. Roads are being paved all over the state, about $20,000,000 now being spent in the construction of these roads. Seven transcontinental highway associations have chosen their roads so as to pass through Arizona.

Phoenix, the capital of Arizona, is the best known city of the state to all living at a distance and through the progressive Phoenix Chamber of Commerce is given wide publicity. Referring to its city and to the buying power of its citizens, the Chamber of Commerce says:

Phoenix in 1910 had a population of 11,134 as against 40,000 today. The elevation is 1,080 feet. The average yearly rainfall is eight inches. Building permits for 1919 amounted to $2,368,958, as against $634,462 ten years ago. Bank deposits on December 31, 1919, amounted to $23,559,026, as against $4,302,735 in 1910. The assessed valuation of Phoenix is $31,534,402, as against $9,013,353 ten years ago. The postal business in ten years has increased from $80,530 to $250,000.

JOBBING IN PHOENIX

Jobbing increased 250 per cent at Phoenix in twelve months ending April 1. The position of Phoenix is such as to make of it an easy point of distribution. Goods which were formerly sold here through traveling salesmen from remote sections of the United States are now jobbed here to all parts of the Central Southwest, especially Arizona. One of the most recent additions to Phoenix is a wholesale dry goods firm which distributes through this territory $1,000,000 in goods a year. Another large wholesale dry goods firm is enlarging its establishment to meet rapidly growing demands. Among the principal merchandise jobbed from Phoenix are shelf and heavy hardware, groceries, woodenware, clothing, drugs and machinery. Two large wholesale drug firms have come to Phoenix since January 1, 1920. These firms are completely equipped at Phoenix to handle the jobbing business of the entire territory which was formerly supplied through Los Angeles. El Paso did a large jobbing business in the Central Southwest, but is rapidly yielding to Phoenix, as the firms have found it more advantageous to distribute from this point. It is impossible to even estimate the quantity and value of goods now being jobbed at Phoenix. Phoenix for years has been a distributing point

(*Continued on page* 44)



© 1920 B & B

Remembrance Advertising

TRADE MARK

"The House of Quality"

"Handiest thing in the office! Good folks down there at Stewart's"

Beneath the cold business mask of most men lies the warm yearning for friendliness and good-fellowship—eager to respond to any mark of appreciation.

To nourish this feeling of friendliness until it becomes a strong and living thing in business is the work of Remembrance Advertising. Charged with the duty of saying "Thank You" it does not rest with a single awakening of the genial feeling of gratitude and appreciation. But through the permanence and usefulness of its messengers, endures day after day; every use recalling the warm glow of sentiment which its gift aroused.

With an insight born of twenty-four years spent in promoting business friendliness, Brown & Bigelow design and produce—not "advertising novelties"—but intelligent gift articles of certain usefulness and permanence. The indestructible Daily Pad Calendar here shown is but one of their legion of distinctive specialties, skillfully fabricated in Metal, in Celluloid, in Cloth, in Paper, in Mission Leather; and gratefully used by a host of appreciative clients, rich in the friendship of those whom they serve.

"*Remembrance Advertising*," *a helpful booklet relating actual incidents of the power of friendliness in business, sent free upon request.*

Brown & Bigelow — Quality Park — Saint Paul — Minnesota

SAULT STE. MARIE, ONTARIO

Advertising Specialty Manufacturers Dine in Chicago

The big event that wound up the Seventeenth Annual Convention and Conference of the National Association of Advertising Specialty Manufacturers in Chicago was the dinner held in the Louis XVI Room of the Hotel Sherman. This is the Specialty Crowd. Convention story elsewhere in this issue of Advertising & Selling



Members of the National Association of Advertising Specialty Manufacturers at their banquet in the Hotel Sherman, Chicago, on Wednesday evening, September 29, following a reception to Major-General Leonard A. Wood

The Name Changes
The Personnel Remains
The Policy Persists As Heretofore

By a change of name, effective October 1st, 1920, Sherman & Lebair, Inc., succeed to the control and management of the Advertising Agency hitherto conducted under the style of Sherman & Bryan, Inc.

It is a pleasure to announce that all the principals who have been associated with Sherman & Bryan, Inc., for a considerable period past will retain their status in the family circle of the renamed organization. The personnel remains intact.

The policy of intensive service through direct executive-principal contact with every client, by which this agency has been actuated for fifteen years, will persist as the basic principle and inflexible rule of procedure in all transactions between Sherman & Lebair, Inc., and each client or prospective client.

The officers, executives and personnel of Sherman & Lebair, Inc., pledge to the service of advertisers the utmost of effort and sincere co-operation in the discharge of all responsibilities which may devolve upon them severally as individuals and jointly as an organization.

SHERMAN & LEBAIR, Inc.
SUCCESSORS TO
SHERMAN & BRYAN
Incorporated
ADVERTISING
116 West 32nd Street
New York

GEORGE C. SHERMAN, *President* HAROLD A. LEBAIR, *Treasurer*

How Specialty Advertising Won Its Place

The Selling Problem Has Been Succeeded by One of Delivery With All Hands Satisfied

By L. H. BULKELEY
The American Art Works

I WAS raised on a farm, worked at the carpenter's trade a little, taught school some, and sold books a lot. One day Llewellyn Pratt came along, took me into his field, and introduced me to a new game of croquet he was playing. He said it was his SPECIALTY—advertising. I have missed a lot of strikes since then, made a few hits, and gone through some of the wickets. I am yet quite a ways off from the end post, but still trying to play the Greatest Game on Earth.

THE FIRST STRIKE

I shall never forget the feeling I had when he handed me a steel ball and mallet and told me to Play. I went over to Dayton. I had a great big trunk and two large sample cases filled with steel samples—a Georgia mule would have hesitated about hauling it all on one trip. I took a sample case which weighed over fifty pounds, and started out. I canvassed everybody and everything I saw. I was in a daze for two weeks. I was in a new, untried game. I felt queer—my mind was hazy. I think I felt like Jess Willard must have felt when Dempsey hit him. I was groggy.

It was all new. No one seemed to know much about my line, or seemed to care much to know, either. It was all a process of education. The few who did care were continually talking price. I worked away for two solid weeks and never got an order. Finally, one day I stopped at a cigar store. It was run by Louis Heitman. I had among my samples a lot of assorted faces made on steel—faces of human angels. We had lithographed these "Angel Faces," as we called them, from paintings on these subjects, purchased for our use. We called them our stock line. A man could secure any quantity above fifty of any one face. There was space around each face where we could print, in gold, the name of the product to be advertised and the advertiser's name.

Louis looked at my "Angel Faces." They caught his eye. He saw possibilities. As I handed out face after face, he continued to say, "I'll take fifty—I'll take seventy-five—I'll take a hundred, etc." After a while he stopped *saying* and concluded his remarks with "add 'em up. Make out your order!" I wasted several blanks before I got it right. It amounted to $450. Louis signed it. I picked up my sample cases. They were as light as feathers now. It was over a mile to the Phillips House, where I was staying, but I did not wait for a car. Cars were too slow for me then. I never knew how many steps I took to get to that hotel. My best recollection is that my feet only touched the ground four times on the way.

It was my first hit in the game. My, how it made me tingle! It was a great sensation. I have made many hits since that first one. Others may have been many times bigger in volume, but none was ever so large in its possibilities.

AS IT USED TO BE

That was about twelve years ago. Briefly, we had to face at that time these conditions:

1. A forced demand. It was a hand-to-hand selling proposition. The prospect shrank from the outlay. If he bought at all it was because Smith, his near neighbor in the same line, had ordered. The value he did not see. He was like a man about to take his first cold bath. No matter how many others had taken a cold bath and had assured him of its exhilarating effect, he hesitated about taking the plunge.

2. If we tried to correspond with him he would not answer our letters. He was afraid that he would encourage us to *call* and that then we might *sell* him. He was hard to get at. There was not much of a welcome for the specialty salesman.

3. We had hard, hard competition. Several salesmen were after every order. It was often a question of which one stayed on the job and wore out the prospective customer. Salesmen were as thick as flies after jam. It was a fight to the finish on nearly every order. I remember very well that it took me four long years to sell my first order to one of my best present customers.

4. The cost of our kind of advertising was thought to be almost prohibitive. Some were afraid to use it even after they had bought it. A friend of mine told me that he once sold an old German up in Milwaukee and four years later called again to sell him a second lot. The old chap said: "Ve don't need any more. Ve have aboudt all of de oders still down cellar. Dey cost so much dat I toldt de boys to be very careful how dey used dem." So he had them down cellar—drawing interest!

5. We were not in those days considered worthy of any particular consideration by the other branches of the advertising family. At conventions we got little, if any, recognition and were squeezed out or squeezed

(*Continued on page* 46)

HISTORY

THE BEST way not only to make history interesting but even to make it comprehensible to the lay reader is to entwine its facts in the story of some important personality who has figured in it. It is recognized, for example, that the most vivid and the clearest history of the French revolution is to be read in those wonderful memoirs of that stirring period.

Those who heard Mr. Bulkeley recount the history of the development of specialty advertising by telling of his personal experience in selling specialty advertising when he spoke before the Specialty Advertising Department of the A. A. C. of W. convention at Indianapolis and those who only heard how he did it will be glad to read this interesting and instructive narrative that he has written for Advertising & Selling.

THE EDITOR.

THE PHILADELPHIA

PUBLIC LEDGER

TAKES another great step forward, increasing its selling power, its prestige, its circulation and influence by purchasing THE PRESS.

THIS fuses the two newspapers into one, which retains all that was best in THE PRESS, thus enhancing to an even greater degree the value of the PUBLIC LEDGER to the reader, as well as to the advertiser

THE PUBLIC LEDGER COMPANY
PHILADELPHIA

Cyrus H. K. Curtis
President

EXPORT ADVERTISING and SELLING

A Department of Foreign Trade Extension Service
Under the Direction of
CYRIL H. TRIBE

Running Over to Europe or Asia

That's How Some Americans Regard Export Trade Building, But There's a Surer Way

By ERASTUS HOPKINS
Of Gaston, Williams & Wigmore, New York

THE FIRST thought which always comes to my mind in connection with the business of exporting is that England and Germany, which led the world in export prior to 1914, have always realized that they are *selling* goods, whereas the American exporter appears to believe that the world at large is *buying* goods.

Of course, these are inter-related, but the principles pertaining to the two are vitally different when measured by the success of the two enterprises.

DO NOT STUDY RIVAL'S SUCCESS

Generally speaking, the American selling organization does not study the successful methods of other countries and apply them to its own needs until such a time as it may have a better substitute. This is purely American bred-in-the-bone, as demonstrated by the reports of our various activities during the war, in which there had been certain solutions offered to us by the experiences of the other armies and countries, yet not accepted as a fact of the moment previous to their betterment by the inventive American mind.

The American manufacturer believes that he can do his own export, selling his goods in a locality which has been brought up on English and German goods and knows nothing about the American type of that commodity. He details a salesman whom he thinks is good because he has made a success of selling in the home market. This man comes to a foreign country and runs over it with his sample case, picks up a few orders, has promises of others, returns home with these orders, and then endeavors to operate that market from the New York end with a casual trip to the foreign country. Most likely this salesman will not confine himself to one country or one language, but is liable to cover the world at large. This is the general way of handling export.

MISMANAGEMENT OF PERSONNEL

The American manufacturer, instead of this method, may establish a branch office with more or less of a personnel, which is continually changed because of the home-coming of the man on the job. Only within very recent years has the American manufacturer looked into the type of personnel which should represent him abroad, and, as a consequence, his salesman very often cannot enter into the social side of the foreign colony, which really has a very large weight in the success of foreign business—more so than in this country. This is not snobbishness, and it should not call forth the sneers of the American manufacturer, but should be accepted by the manufacturer as a fact and guide him very extensively in the selection of the men whom he selects to be sent abroad. As a general thing, these men do not learn to speak the foreign language. English is "good enough" for them. They do not identify themselves with the finicky little points of the community in buying, because American goods are "good enough" for them, and they do not identify themselves with the civil activity in that community because it is a foreign country which has not the great American political parties electing a President every four years.

There are three problems which face the American exporter and have not been taken seriously enough. One is service or delivery, the other is package, and the third finance.

"ONLY A DUMPING GROUND!"

The reason these matters have not had their proper importance is undoubtedly due to the fact that although the manufacturer views his domestic market as his own particular property for constant analysis and close competition, he has viewed the far greater field of the world as a dumping ground for goods the quality of which does not meet his home market requirements or because the domestic market cannot absorb some over-production he has made.

We are absolutely compelled to about-face in this attitude and consider the peoples of Latin-America, the Far East and Europe from the viewpoint of purchasers who have definite ideas of their own, and who will buy goods of quality properly delivered and in an accepted package.

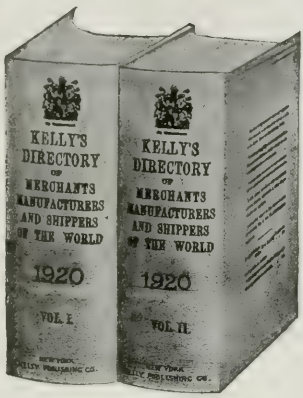
In selling a manufactured product, a manufacturing plant establishes a sales department to handle its domestic business—this has its own traveling salesmen and the control is close and intact. The American manufacturer realizes that its selling force is independent of its manufacturing, and is an overhead on its cost of manufacture, and that

Serving the World Markets—

Kelly's World Directory

¶ Is the most comprehensive and complete register published of manufacturers, merchants and shippers of every land. It lists the Consuls, Banks, Manufacturers, Importers, Exporters, Merchants, Brokers, Jobbers and Shipping Agents of every civilized country. It is an invaluable aid to everyone who buys or sells in the foreign market.

¶ A feature of the directory is the special sections at the end of the important buying countries of the world, which classify all the firms in each of these countries by trades, regardless of city or town location.



The Advertising Pages

The advertising pages in Kelly's World Directory can put the facts about your goods, services or needs squarely before the man with whom you want to do business at the exact moment he wants to do your kind of business. A special-position advertisement can be placed right among the lists which he consults. Thus you get 100 per cent of his attention when and where you want it.

Kelly's World Directory

¶ Since its first publication in 1887 the circulation of Kelly's World Directory has grown steadily until today it has become the universally accepted authority for buyers, sellers, manufacturers and shippers throughout the world.

¶ Copies of this work are also purchased regularly by Governmental Departments, Municipal Authorities, Chambers of Commerce, Railways, and other commercial organizations in every land.

¶ This tremendous circulation is PAID circulation and is not attained by indiscriminate and gratuitous distribution.

¶ The volume is thoroughly indexed for reference. There is an index to countries and cities, and an index to trades, so that it is possible to find quickly the lists for any country or city, or to locate all the lists of a given trade in the various countries. There are also separate indices of trade classifications in French, German, Russian and Spanish, with their English translations; making the volume easily used in any country.

¶ It is noteworthy that leading business houses the world over have placed their "repeat" orders regularly for each new edition—many of them long before publication.

Write for further information as to how this work is essential to your Foreign Trade Development

Kelly Publishing Company

HENRY H. BURDICK, Treas. and Managing Director

70 FIFTH AVENUE, NEW YORY CITY

London, England; Paris, France; Barcelona, Spain; Christiana, Norway; Rotterdam, Holland; Copenhagen, Denmark; Berne, Switzerland; Athens, Greece; Messina, Sicily; Cairo, Egypt; Bombay, India; Kobe, Japan; Melbourne, Australia; Cape Town, South Africa; Buenos Aires, Argentina

cost must be closely supervised by its sales manager.

Why do they not realize, as well, that a close supervision and control be exercised over a sporadic foreign sales force—that they cannot get in close touch with foreign requirements and idiosyncrasies and that they do not exercise in the foreign field the close community-touch they find so essential to successfully carry out their Domestic Sales policy.

Foreign manufacturers have long ago realized that the cost of developing and maintaining a demand for their goods costs a big sum of overhead expense if they try to maintain their own organization and for that reason they have gratefully utilized the advantages offered to them by their export houses whose commissions are far less than their own maintenance charges could be.

Oklahoma—It "Looks Like a Billion Dollars"

High Per Capita Wealth in Mid-Continent Oil State Attracts Sellers of First Quality Goods

SOMEWHERE, in some forgotten book, the writer, when he was a boy, ran across an old picture which, had he without seeing the title been asked to give his opinion as to what it represented, he would have said looked like a sketch of the opening parade of Buffalo Bill's Wild West Show, halted but ready and waiting for the signal to start around the ring.

It was labeled something like this: "Opening of the Oklahoma Territory. Settlers on the Border Waiting the Signal to Go In." It represented, as nearly as his limited talents could get it, the artist's idea of how one small section of the Oklahoma border looked on the day that the white man and his women and his prairie schooners and all his worldly belongings marched across it to occupy what had long been the lands of the Redman.

THE "BILLION DOLLAR STATE"

Today they are calling the old Oklahoma Territory "the great billion dollar state," referring to it as a territory only with a lower case "t" in the sense of a trade or jobbing territory. But today there are men standing at the border waiting the signal to go in. They are merchandisers selling goods on a national basis who have not yet entered the billion dollar state. The signal they are waiting for is a sign to convince them of the "worth-whileness" of trade territory that lies before them there. It is with the hope of furnishing such a sign that this article is written.

Oklahoma's fast-growing wealth and prosperity present a splendid sales opportunity for manufacturers and distributors of almost every kind of commodity marketed in these United States. Oklahoma is still a new state. For many kinds of commodities it is almost virgin soil.

It is a state that divides itself logically into about nine or ten trade districts. While its population of 2,397,629 (estimated) is larger than the population of any one of twenty-eight other states, the distribution of that population has been governed by transportation facilities. The limitations of these facilities in Oklahoma have concentrated 75 to 80 per cent of the state's buying power into these districts, stretching around towns like Oklahoma City, Tulsa, Muskogee, McAlester, Enid, Shawnee, Chickasha, Lawton and Bartlesville. Oklahoma City is the largest of these with about 100,000 population, Tulsa follows with 80,000 and Bartlesville is last with 14,447. The population of the nine cities is 325,561, the combined population of the nine counties in which they stand is about 800,000, nearly one-third of the population of the entire state.

MANUFACTURES INCREASING

Oklahoma has a greater value per acre than any other state in the nation in the production of wheat, oats, rye, hay, potatoes, peanuts and cotton lint. The total farm products of Oklahoma for 1919 amounted to $794,107,000. To this we may add the estimated value of the oil production—$250,000,000—that of the coal production and that of other mineral production to give us a total value of $1,090,107,000, which is how the Oklahoman values nature's gifts to his state.

In the last few years Oklahoma has made wonderful strides forward as a manufacturing state. It is still, of course, predominantly agricultural, but, as the population grows, the number of factories established to supply the local needs and to use the local raw products is constantly increasing. Between 1899 and 1909 the total annual value of manufactured products in the state jumped from $8,133,000 to $53,682,000 and since that time it has risen on an ever steeper curve.

From an industrial standpoint, Oklahoma City is easily the leading city of the state. The principal industries of the city are wholesale and jobbing, meat packing, oil refining, flour milling, manufacture of automobiles and accessories, candy, brooms, foundry and machine products, drug and toilet preparations, food specialties, overalls, tanks, silos, printing and publishing, paper boxes, cottonseed products, cooperage products, etc.

HEAVY RETAIL BUSINESS

There are 353 manufacturing establishments located in Oklahoma City doing a total business of $120,000,000 annually. There are 7,690 manufacturing employers with a total payroll of $8,807,000 annually. The total volume of wholesale business done by Oklahoma City jobbers in 1919 was over $145,000,000. There are 382 jobbers in all lines located in Oklahoma City, offering splendid outlets for all kinds of products. The annual volume of the packing business alone is approximately $100,000,000.

There are over 1,100 retail establishments in the city doing an annual business of approximately $50,000,000. Approximately $6,000,000 is reported as having been spent with local merchants by out-of-town buyers during the past year.

The city's bank deposits average around $65,000,000 or $712.00 per capita. There are approximately 15,000 automobiles and commercial trucks in Oklahoma County, the large majority being in Oklahoma City, and the annual volume of the automobile business transacted in Oklahoma City is estimated at $50,000,000.

Do You Want

A special advertising representative around the world?

Your product introduced in some novel way in China, India, the Fiji Islands, South Africa, Italy, or anywhere else?

For your house organ or your general advertising, unique, specially written, originally illustrated articles concerning your product as I see it used or use it myself in the countries I visit?

Unusual publicity "stunts" which you can feature in your advertising campaigns?

Specific information concerning trade conditions or possibilities, which I shall have ample time to secure for you?



Perhaps You, as a Wide-Awake Advertiser, can see other possibilities for increasing your sales in connection with my world tour.

Twelve years of advertising, investigating and business experience have especially fitted me for this work.

Being a natural advertiser, I advertise everything and everybody that I believe in—my shoes, my hats, my typewriter, my kodak, my friends, my business associates, the firms I represent—because I can't help it.

I shall confine my services to one product of a class. There will be no overlapping.

My credentials and letters of introduction will admit me everywhere.

My itinerary covers the Hawaiian Islands, Philippine Islands, Fiji Islands, Samoan Islands, New Zealand, Tasmania, Australia, Japan, China, Siam, India, the Holy Land, South and North Africa, all of Europe and the Scandinavian Peninsula, reaching New York late in 1922.

If my trip interests you in any way, let's talk it over.

HELEN A. BALLARD
FIFTY WEST SIXTY-SEVENTH STREET
NEW YORK

Tulsa, Oklahoma's second city, is located in the northeastern part of the state. It is served by five steam railroads. Tulsa is the jobbing center for a district rich in oil, gas, coal and agriculture—and is the acknowledged oil capital of the great Mid-continent field. Tulsa's trade radius extends about eighty miles. The principal industry is oil refining.

Said to be the wealthiest city per capita in the world, Tulsa does an unusual amount of retail business in all lines, particularly high grade merchandise. It has ten banks with average deposits totaling $76,000,000. Clearings average $50,000,000 monthly.

TRIBES HELP MUSKOGEE

Muskogee in east-central Oklahoma has a population of 42,000. It is a railroad center and its principal industry is railroading, which employs 2,225 men. It has six wholesale grocery houses, two wholesale hardware houses, two wholesale auto accessory houses and three wholesale drug houses. Muskogee has many fine retail establishments and does a heavy retail business. A strong factor in making the city a worth-while market is the great wealth of the Indians of the Five Civilized Tribes centralized in and around Muskogee.

McAlester (17,000) is the jobbing center of a wide territory in southeastern Oklahoma and western Arkansas. Coal mining is the leading industry of the McAlester district. Six gins, one of the largest compresses in the state and one of the largest cotton mills are located there. Total bank clearings amount to $42,000,000 annually. Postal receipts at McAlester run about $75,000,000 annually.

Enid (16,576), in north central Oklahoma, is the center of a wide area rich in agriculture and oil. Agriculture is the principal industry of the Enid district and the city serves what Oklahomans say is the wealthiest agricultural section of the Southwest. Nearly half of Oklahoma's enormous winter wheat crop passes through Enid. Shawnee is the direct center of a prosperous agricultural area. An important factor in its prosperity is the presence of railroad shops employing 2,200 of its population of 15,538 and having a monthly payroll of $275,000. Chickasha (15,000), in the south, is the center of a section famous for its live stock, cotton and broom corn. Lawton (15,000) is the oil center of southwestern Oklahoma, Bartlesville (15,000) dominates one of the richest oil and gas regions of Oklahoma. Its retail business for 1919 showed an increase of 50 per cent over 1918; and the same increase was shown in wholesale lines. The presence of the wealthy Osage Indians in the vicinity adds to its value as a market.

SOME ADVERTISING MEDIUMS

Ayer's American Newspaper Annual and Directory tells us that 488 newspapers and periodicals are published in Oklahoma, including 60 daily, 398 weekly and 20 monthly. The larger dailies in which the national advertiser desiring to cover Oklahoma will be particularly interested are the *Oklahoman, Oklahoma News, Times* and *Live Stock News*, in Oklahoma City; the *Democrat* and the *World* in Tulsa; the *Phoenix* and the *Times-Democrat* in Muskogee; the *News-Capital* in McAlester; the *News* and the *Eagle* in Enid; the *Enterprise* and the *Examiner* in Bartlesville, and the *Constitution* in Lawton.

Oklahoma agricultural journals include the *Oklahoma Farmer* and *Oklahoma Farmer-Stockman*, Oklahoma City; *Interstate Farmer*, Muskogee; and the *O. K. Poultry Journal*, Mounds.

Merchandisers wishing to get into the billion dollar state today do not have to wait on the border. In advertising they have the password that will let them across and into the market.

Arizona Market Data

(*Continued from page* 34)

for motor vehicles and with the coming of cotton as the first crop the tractor has been handled almost exclusively through Phoenix.

AN IMPORTANT TRADE CENTER

Tucson, gateway to the west coast of Mexico, is the center of a rich farming and stock raising territory. Smelting works and railway repair shops are important industries. Tucson swings in just behind Phoenix in its trade importance to Arizona and the Southwest. Prescott, trade center for another mining, grazing and farming region, adds lumber to its list of products, but also does a large business in wool and bullion. Yuma is a shipping point of growing importance and is progressing with the development of the mineral and oil deposits in its territory. A heavy tourist trade swells the selling power of Flagstaff, 7,000 feet above the sea level. Douglas, a United States military post, is the supply point for a prosperous mining section. Holbrook serves a large stock-raising district. Bisbee, Miami, Jerome and Globe all claim the attention of the advertiser desiring to cover Arizona.

For those who would like a statistical slant on the purchasing power of Arizona here are some illuminating facts:

Arizona property value shown in assessments for 1919 reached $855,224,720. Arizonans owned on December 1, 1919, 2,828,979 automobiles. Arizona bought $50,402,130 worth of Liberty Loan bonds, oversubscribing $18,212,891. Arizona bought up to December 31, 1918, $3,639,759 worth of war savings stamps. Add these figures to those given earlier and you can form a close estimate of how Arizonans can respond to the selling appeal that strikes them right.

HAS 84 PUBLICATIONS

That appeal, Ayer's American Newspaper Annual and Directory shows us, can go in your choice of 84 newspapers and periodicals, including 20 dailies, 54 weeklies and six monthlies. What Arizona publications lack in strength of numbers, they make up in characteristic "aliveness." Some of the chief dailies are: the *Arizona Republican* and the *Arizona Gazette*, of Phoenix; the *Arizona Citizen* and the *Star*, of Tucson; the *Dispatch* and the *International*, of Douglas; the *Examiner* and the *Sun*, of Yuma; the *Review* of Bisbee; the *Northern Arizona Leader*, of Flagstaff; and the *Journal-Miner*, of Prescott. In Phoenix are published the semi-monthly *Southwestern Stockman-Farmer* and the *Great Southwest Farmer*, monthly, while Tucson issues the *Arizona Cattleman*.

Harry Haselwood Dead

Harry Haselwood, assistant director of publicity of the Democratic National Committee in Chicago, died last week in that city. He was thirty-five years old and had left *The Evening World* to take his publicity position. He had previously been on the Denver *Post* and telegraph editor of a Chicago paper.

Joins Davis & Meyer in Pittsburgh

Robert D. Gauding, formerly with the publicity department of Lucey Manufacturing Corporation, has been appointed office manager with Davis & Meyer, Pittsburgh advertising agency.

Hackensack "Evening Record" in A. N. P. A.

The Hackensack, N. J., *Evening Record* has been elected to active membership in the American Newspaper Publishers' Association.



What the Hand of the Printer Holds for You

PEOPLE who have never seen you or your goods are made to see by your printing.

Your factory, of which you are so proud; your product, which you have labored to perfect—these things are your reason for living. But most of America's hundred millions will get their impressions of you and your work from printed pages.

When you invite people to send for your printing, you really invite them to send for the photograph of your life work. The hands of the printer mould the public's consciousness of your business existence.

A printer works with type and presses, engravings, ink, and paper. The first two, type and presses, are standard equipment.

The paper, the engravings, and the ink are usually bought for each job.

Why not assist the efforts of your printer to make your catalog or booklet express your business, by telling him you are willing that he figure on using the proper Warren Standard Printing Paper?

You don't need to specify or urge the use of a Warren Standard Paper. Just tell your printer that you are willing if he is.

S. D. WARREN CO., Boston, Mass.

better paper ∞∞ better printing

Briefly classified, Warren's Standard Printing Papers are

Warren's Cameo
Dull coated for artistic halftone printing

Warren's Lustro
The highest refinement of surface in glossy-coated paper

Warren's Warrentown Coated Book
Glossy surface for fine halftone and process color work

Warren's Cumberland Coated Book
A recognized standard glossy-coated paper

Warren's Silkote
Semi-dull surface, noted for practical printing qualities

Warren's Printone
Semi-coated. Better than super, cheaper than coated

Warren's Library Text
English finish for medium screen halftone

Warren's Olde Style
A watermarked antique finish for type and line illustration

Warren's Cumberland Super Book
Super-calendered paper of standard, uniform quality

Warren's Cumberland Machine Book
A dependable hand-sorted, machine finish paper

Warren's Artogravure
Developed especially for offset printing

Warren's India
For thin editions

EXAMPLES of the kind of printing any good printer can obtain by using Warren Papers can be seen in various specimen books we have issued to printers—notably The Warren Service Library, and in Warren's Paper Buyer's Guide. These books are to be seen in the offices of catalog printers, in the public libraries of the larger cities, and in the offices of paper merchants who sell Warren's Standard Printing Papers.

Warren's STANDARD Printing Papers

Specialty Advertising

(*Continued from page 38*)

into some little corner where no one else would go. But slowly, step by step, we have fought our way to the front by the value of what we have to contribute to the advertising world—till to-day we are recognized in practically all the nation-wide campaigns, and in many instances our mediums are used alone.

HOW RECOGNITION CAME

How did we earn this recognition? By personal solicitation, and by careful analysis with the proposed customer of the merits of our line. We earned it by getting him to try out a small order and by carefully helping him in its proper distribution, and by virtue of the actual results obtained where he followed our instructions. He saw that we went direct like a shot from a rifle, that we hit the bull's-eye, that we wasted little powder, that we had something to fit all lines of trade—retail, wholesale and manufacturing—that we were the connecting link between his nation-wide campaign (if he were a big manufacturer) and the store of the man who sold his goods, that we saved waste, that we caught up the scattering threads of interest which were being lost between the newspaper and magazine advertising of his product and the dealer who handled it, that we led the customer right to the spot where he could buy, that we told him on the road and at the store that this man sold his product.

We became the collar and necktie on the suit of clothes, and he saw that, no matter how nice a suit he had, it was not complete as a finished-appearing article without our help. We showed by comparison with other lines, how lasting ours was, and thus won many customers by the economy of use in specialty advertising.

And so we have grown in volume and favor until to-day we are face to face with a very different and, in some ways, a vastly harder proposition than any of those in the bygone days.

Selling is no longer a matter of concern. *Delivery* has become the nightmare of the salesman as well as of the manufacturer. Not going after a customer but *keeping away* from him for fear he may want to buy, some of us—I presume most of us—find to be our present situation. Finding a means to obviate pushing farther and farther ahead the date of delivery is, I am sure, the biggest problem that faces us as manufacturers and sellers of specialty advertising. The old days have long passed. We have found our "place in the sun." But we do not intend to bask idly in its genial rays. We are going ahead to solve our problems and make our business bigger, stronger and, to the advertisers and sellers of the world, more significant than ever.

MAIL ORDERS

Based on 15 years' experience in merchandising and sales work in the largest mail order houses in America, I offer a merchandising, sales and operating service designed to help you in solving direct sales problems arising in your business of selling direct, either to the dealer or the consumer.

The knowledge, experience and ability acquired in marketing direct by mail more than a billion dollars worth of general merchandise equips me to operate without experiment or wasting a dollar of money or an ounce of energy. Consultation without obligation.

Burdette J. Beardsley
1133 Broadway New York
Telephone Chelsea 1890

We specialize in house to house distributing of
Advertising Literature and Advertising Samples
We solicit your account.
JAMES T. CASSIDY
206 No. Front St., PHILADELPHIA, PA.
Write for our paper "FACTS."

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.
POSTAGE - 18 East 18th St., New York City

Marvin Small Leaves "Drug Topics" to Join J. R. Mayers Company

Marvin S. Small has resigned as business manager of *Drug Topics*, the national magazine of the drug trade, to join the J. R. Mayers Co., dealer service organization, of New York.

Mr. Small has been a big factor in the rapid success of *Drug Topics*, which has become a leading publication in the drug field in ten months. Prior to his connection with *Drug Topics*, he was with McKesson & Robbins and the American Druggists Syndicate.

Arnold Joerns Agency Activities

Arnold Joerns Company, advertising agency of Chicago, announces the election of Wm. H. Walker and Tom Killian as vice-presidents.

The Hill-Hoel Mfg. Company of South Bend, Indiana, makers of the Mountain Maid Cedar Chest, have placed their advertising account with Arnold Joerns Company, and other new advertising accounts recently secured are the Perfect Voice Institute, University of Applied Science, and the Department of Signaling, Chicago correspondence schools.

The Arnold Joerns Company is also issuing orders for a series of full-page, half-page, and quarter-page advertisements for the Knickerbocker Manufacturing Company, shower bath brushes, to the Metropolitan Sunday and daily papers of Chicago, Milwaukee, Des Moines, Detroit, Indianapolis, Omaha, Minneapolis, Pittsburgh, Boston, New York, Toledo, Columbus, Cleveland, Cincinnati and Philadelphia.

Sales Management, Advertising and Salesmanship Courses at C. C. N. Y.

Realizing that the buyer's market, being rapidly formed by present conditions, is renewing widespread interest in sales management, advertising and salesmanship, the City College of New York opened a series of lectures on these three divisions, October 6.

J. George Frederick, president of the Business Bourse, will preside over the Course on Sales Management; Rossiter Holbrook, manager of the New York branch of Nelson Chesman & Co., will have charge of Advertising, and Lawrence Rogers will conduct the course in Salesmanship.

Other practical courses being given at C. C. N. Y. include: Practical Proofreading, Preparation of Copy and Printers' Technical English, and one on Cost-Finding and Estimating and Advertising Typography. At the Brooklyn branch of the college, H. V. Kaltenborn, assistant managing editor of the Brooklyn *Eagle*, a course in Current Events and News Analysis as a new phase in the study of journalism.

R. J. Davison With Mayers Co.

The J. R. Mayers Company, New York, announces the appointment of Robert J. Davison as art director. Mr. Davison was formerly art director of the Federal Advertising Agency.

"Ford Owner & Dealer" Appoints Buell

Ford Owner & Dealer, of Milwaukee, Wis., has appointed Roy Buell, of Detroit, as its advertising representative for the district including Michigan, Ohio, western Pennsylvania and western New York.

John H. Paine Dead

John H. Paine, night city editor of the New York *Times*, died last Saturday night in the Presbyterian Hospital, where for one year he had been ill with nervous exhaustion. Mr. Paine had been on the *Times* for fourteen years.

"GIBBONS KNOWS CANADA"
MONTREAL TORONTO WINNIPEG

First Annual Conference of the New England Association of Advertising Clubs, October 21-22

The First Annual New England Advertising Conference will be held in Boston, October 21 and 22. The Conference is held under the auspices of the New England Association of Advertising Clubs, which is a part of the Associated Advertising Clubs of the World. There are three advertising clubs in Boston, the Pilgrim Publicity Association, the Lantern Club, and the Advertising Women's Club of Boston; others in Worcester, Springfield, Northampton and Brockton, Massachusetts; Portland, Maine; Providence, Rhode Island; Hartford and New Haven, Connecticut; with a total membership of approximately 1,400. The Conference will be open to all advertising men and women who comply with the registration qualifications. Inasmuch as this is the first affair of the kind, the committees in charge are not in a position to estimate accurately the probable attendance. There are at least five thousand men and women in New England actively engaged in advertising in one form or another, all of whom will be invited to attend this Conference.

The order of procedure will be as follows:

The morning of October 21 will be given over to a business session of the New England Association of Advertising Clubs, attended by club officials and by the officers and headquarters staff of the Associated Advertising Clubs of the World. The National Association will be represented by President Rowe Stewart, Executive Manager P. S. Florea, Walter Sammis, editor of *Associated Advertising*, and others. At this meeting will be held the election of officers of the New England Association for the coming year, the choice of a Conference city for next year, appointment of committees, and such other business as will come before the meeting.

At 12 o'clock those attending the Conference will be the guests of the publishers of the Boston daily newspapers at a luncheon at which there will be no formal speeches, merely words of welcome and opportunity for those present to become acquainted. From 2 to 5 o'clock the Conference will be in active session, the program to be as outlined below.

At 6 o'clock the advertising folks will meet again at a banquet tendered them by the Pilgrim Publicity Association of Boston and the Advertising Women's Club of Boston. This banquet will be the feature of the convention, and will be built around the keynote of "Better Business for New England." It is expected to have as guests the governors of the several states of New England, also the national officials of the Associated Advertising Clubs. The chief speaker will be Richard H. Lee, special counsel for the Associated Advertising Clubs, and the leading authority on the Better Business movement which is making such rapid headway in the principal cities throughout this country. (One of the latest developments in this movement is the Better Business Bureau recently organized in Boston.)

Friday, the twenty-second, the Conference resumes at 9 o'clock and adjourns at 12 o'clock to attend a luncheon given by the New England Council of the American Advertising Agents' Association. At 2 o'clock the session resumes, and there will be a final adjournment at 5.

PROMINENT SPEAKERS TO ATTEND

The program for the Thursday afternoon and Friday all day sessions will be divided between speeches by recognized leaders in different phases of advertising work, and discussion of these speeches by the audience. Some of the best known men in advertising and general business circles have been invited to address the Conference, including such men as Louis K. Liggett, president of the United Drug Company; E. J. Bliss, president of the Regal Shoe Company; Arthur Brisbane, S. R. Latshaw, director of publicity, the Butterick Publications; Professor Daniel Starch, of the faculty of Harvard University Graduate School of Business Administration, and author of "Advertising"; Charles H. McIntosh, of La Salle Extension University, Chicago; Ben Nash, advertising counsel, Director of Displays Company; Charles Coolidge Parlin, director of the Division of Commercial Research, Curtis Publishing Company, and others of equal standing.

Members of the Executive Committee of the New England Association are F. A. Black, of Filene's, Boston; H. W. Curtis, of the J. W. Barber Advertising Agency, Boston; Major Charles T. Cahill, of the United Shoe Machinery Company, Boston; F. W. Spollett, of the *Shoe Retailer*, Boston; R. C. Moore, of the Perry & Elliott Company, Boston; R. R. Spencer, of the Davis Press, Worcester; Harry Pearson, of the Old Colony Advertising Company, Providence. Mr. Black is chairman of the General Convention Committee, and responsible for the program and publicity. H. W. Curtis is chairman of the Sales Committee; Miss Frances Hanson is chairman of the Registration Committee; Major C. T. Cahill, chairman of Reception Committee; H. G. Porter, chairman of Committee on Finance; Charles T. Marble, assistant publisher of *Modern Priscilla*, of Boston, chairman of Committee in Charge of the Banquet. The luncheon given by the Publishers' Association is in charge of the committee headed by William Rogers, advertising manager of the Boston *Transcript*, and the luncheon given by the New England Council of the American Advertising Agents' Association is in charge of George Dunham, of the Greenleaf Advertising Agency.

Newspaper Representatives Present George E. Mainardy With a Silver Service

To commemorate the twenty-fifth anniversary of the marriage of George E. Mainardy, assistant advertising director for the American Tobacco Company, newspaper representatives in New York presented him with an elegant Tiffany silver service and a silver pitcher and tray. The presentation was made, in behalf of the representatives, by Colonel M. D. Bryant, president of the Six Point League, at a luncheon given on Friday of last week in the Hotel McAlpin Annex.

M. Abbott Kimball Made Advertising Manager of all "Vogue" Foreign Editions

M. Abbott Kimball, advertising manager of *Spanish Vogue* has been appointed advertising manager of all the foreign editions of the Nast publications, which include British *Vogue*, French *Vogue*, Spanish *Vogue*, *Patrician* and English *House & Garden*.

Kiser, Sales Director for Kelvinator

The Kelvinator Corporation, Detroit, has appointed W. P. Kiser, formerly with the General Motors Corporation, to be sales director.

Yale & Towne Appoints Cave-Advertising Head

The Yale & Towne Manufacturing Company has appointed Edward Cave to the position of advertising manager.

Corona Typewriter Domestic Advertising with Barton, Durstine & Osborn

The Corona Typewriter Company, Groton, N. Y., has placed its domestic advertising with the Barton, Durstine & Osborn, Inc., New York. Export advertising for the company will be continued through Frank Seaman, Inc., New York.

Russell Gray in New Quarters

Russell T. Gray, advertising engineer, Chicago, Ill., has moved from the First National Bank Building to larger quarters at 616 South Michigan avenue.

U. S. Trade With Italy

The total trade between Italy and the United States from January to March, inclusive, of the current year amounted to 1,201,774,293 lire, of which 1,057,632,582 is made up of imports from the United States and 114,141,711 of exports to the United States.

Crops Greater Than Estimated

A crop of corn exceeding all records has been raised this season, with quality about an average, says *Bradstreet's*.

Estimates on the total crop suggest improvement over the government estimate of 3,131,000,000 bushels in September. Last month's condition was 86.4. Last year's harvest was 2,917,000,000 bushels, while the average of 1914-1918 was 2,760,000,000 bushels.

Indicated yields on spring wheat are expected to show a gain of one-quarter to one-half bushel per acre over the August returns, with best reports from the Pacific Northwest. A gain of one-half bushel means a crop of about 247,000,000 bushels, compared with 237,000,000 bushels last month and 209,000,000 bushels last year, while the average is 259,000,000 bushels. Oat threshings indicate yields of one-half bushel more than that of 35.1 bushels, and a crop of 1,462,510,000 bushels, or 20,000,000 bushels over the previous month, and will compare with 1,248,000,000 bushels last year, and of 1,415,000,000 bushels as the average.

World Can Use 30,000,000 Autos

Some people have been predicting for two or three years that the world soon will be "saturated" with automobiles. John W. Prentiss, of the New York banking firm of Hornblower and Weeks, says the saturation point will not be reached until the world has 30,000,000 automobiles. The total number now is about 10,000,000, of which 7,800,000 are in the United States.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising – Established 1891

Features in this Number

October 9, 1920

Sales Remedies to Cure a Sick Market.....*Bruce MacGregor* 3
One of the surest of them is advertising administered in well-measured doses.

Putting Life Into Illustrations.....*Harry Dyke* 5
Simon Ascher & Co. are working for 100% in the use of drawings and photographs.

Is Your Advertising Real Salesmanship?....*Humphrey M. Bourne* 8
Without wholly abandoning craftsmanship, it is advisable to sell first what you have to market.

Studying the Dealer's Needs.....*A. W. Sawyer* 9
How the business editor should be able to aid distribution.

Pointing Up the Selling Arguments.....*Lew Burnham* 10
Facts that settle the prospect's mind win success for Traffic Motor Truck.

Advertising to Standardize Demand..... 12
Cleveland manufacturer sees a way to fill in the valleys without leveling the peaks.

Winning Community Good-Will Builds Sales.....*H. L. Corey* 14
Posters that hook up with a local event prove to be gratifying success.

Crops Come First with Kansas Buyers..... 16
Farmers and city dwellers of the great grain and cattle state follow national advertising.

Proceedings of the Specialty Manufacturers' Convention..... 17

Why Business Is Better..... 21
Most of today's trade is with those having a sense of proportion.

Translating It Into Spanish..... 23
What the advertising man did to a local institution.

Charles R. Frederickson, Specialty Specialist..... 27
How a Kansas boy turned pluck and $190 capital into personal success and a presidency.

A Market Data Message from Missouri..... 31
The "Show Me" State has reversed the traditional order and is now selling Missouri to the world.

Old Arizona Is a Growing Young Market..... 34
Irrigation releasing wealth of soil; mines and the cattle barons' wealth all swell its buying power.

How Specialty Advertising Won Its Place.....*L. H. Bulkeley* 38
The selling problem has been succeeded by one of delivery with all hands satisfied.

Running Over to Europe or Asia.....*Erastus Hopkins* 40
That's how some Americans regard export trade building, but there's a surer way.

Oklahoma—It "Looks Like a Billion Dollars"..... 42
High per capita wealth in mid-continent oil state attracts sellers of first quality goods.

Calendar of Coming Events

October 11-13—Annual Convention National Association of Purchasing Agents, Chicago.

October 11-14—Annual Convention, National Association of Stationers and Manufacturers, St. Louis, Mo.

October 11-16—Annual Convention, American Association of Advertising Agencies, Chicago, Ill.

October 13-15—Annual Convention, National Implement and Vehicle Association, Atlantic City, N. J.

October 15—Annual Convention, Audit Bureau of Circulations, Chicago, Ill.

October 18-22—Annual Convention, American Bankers' Association, Washington, D. C.

October 20-22—Annual Convention, Associated Business Papers, Inc., Hotel Astor, New York.

October 27-29—Annual Convention, Direct Mail Advertising Association and Association of House Organ Editors, Detroit, Mich.

Greeting Card Makers Start Magazine Campaign

The National Association of Greeting Card Manufacturers will launch an advertising campaign this month in national magazines. The text of the advertisements will be based on the thought that the sending of greeting cards is now everywhere accepted as the thing to do. The idea of keeping up the Christmas spirit will be emphasized, and a plea for early shopping will be made also.

The magazines to be used include: *National Geographic, Good Housekeeping, The American, Delineator, Woman's Home Companion, Pictorial Review* and *Life*. Illustrations, some of which will be in color, will be by nationally known artists.

This year's campaign by the greeting card makers was made possible by the tremendous successes achieved by past campaigns. Each new campaign has produced results; 1918 showed a volume of business double that of 1917; and 1919 made an equally satisfactory gain.

Higham and Crawford Preparing for Atlanta Convention

Charles F. Higham and W. S. Crawford, prominent English advertising men, are already preparing to come to the Atlanta Convention of the Associated Advertising Clubs of the World, to be held next June. They are making efforts to bring with them a delegation of English advertising men. Mr. Higham has booked rooms in Atlanta.

Heads Grocers' National Association

M. L. Toulme, at one time connected with the Chicago *Tribune* as financial and editorial writer, has been elected secretary of the National Grocers' Association.

Atwood on Trip to New York

Harrison Atwood, vice-president of the H. K. McCann Company, in charge of the San Francisco office, is now visiting the New York office of the company. Mr. Atwood will remain until about the first of the year.

"La Nacion" Combines Business and News Offices

W. W. Davies, representative of *La Nacion* of Buenos Aires, gave a dinner last week to mark the consolidation of the business and news offices of *La Nacion* in New York. George W. Wickersham, former Attorney General of the United States, and F. F. Sweet, Assistant Secretary of Commerce, spoke.

Gillette Has Sold 20,000,000 Razors

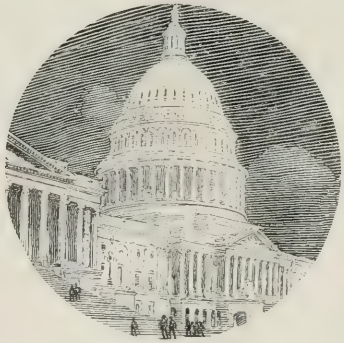
The Gillette Safety Razor Company estimates that there are today in active use at least 20,000,000 of its razors. If each user buys two and a half dozen blades a year, it will be seen that the minimum present demand is about equal to the company's maximum manufacturing output. The company sold 2,000,000 razors in 1919.

Joins Detroit "Free Press"

Talbot Smith, former city editor of the Detroit *Journal*, and later of the advertising staff of the Burroughs Adding Machine Company, has joined the staff of the Detroit *Free Press*.

Kobbe Advertises Mohawk Milk

Advertising for the Mohawk Condensed Milk Company is now being placed by Philip Kobbe Company, Inc., New York.



IS there any subject of importance more in the national foreground than the American Merchant Marine?

Is there any single individual better qualified to discuss the matter than Admiral William S. Benson, chairman of the United States Shipping Board?

You will want to read "America Again Has a Merchant Marine" by Admiral Benson. It is one of a number of important features in the October 9th issue of

LESLIE'S

HALF A MILLION GUARANTEED

THE FIRST 500,000

AN AMAZING
DEVELOPMENT!

3½ years ago, the annual revenue from advertising in the American Weekly was $24,000.

In 1921 the advertising income will be more than *two and a half million dollars.*

The advertising income is over 100 times greater—

Yet the number of advertisers has scarcely been doubled.

Our prosperity, phenomenal as it seems, is only a mere reflection of the prosperity created for our clients by advertising in the American Weekly.



Every Sunday, more than Two and a Half million families look for the American Weekly as a principal feature of the New York American, Chicago Herald and Examiner, Boston Advertiser, Washington Times, Los Angeles Examiner, San Francisco Examiner and Atlanta Georgian. A. J. Kobler, Manager, 1834 Broadway, New York.

Cents the Copy $5 the Year

Public Library,
Kansas City, Mo.

Advertising & Selling

OCTOBER 16, 1920



Color Advertisers In The Chicago Tribune

Color advertising is now being sold for 1921 in the "Blue Ribbon" Fiction Section of The Chicago Sunday Tribune. It is available in page units only and in three positions—back cover, center spreads in four colors, inside back cover in two colors. The back page has been purchased for one year by the following four advertisers, each taking 13 pages running every fourth week.

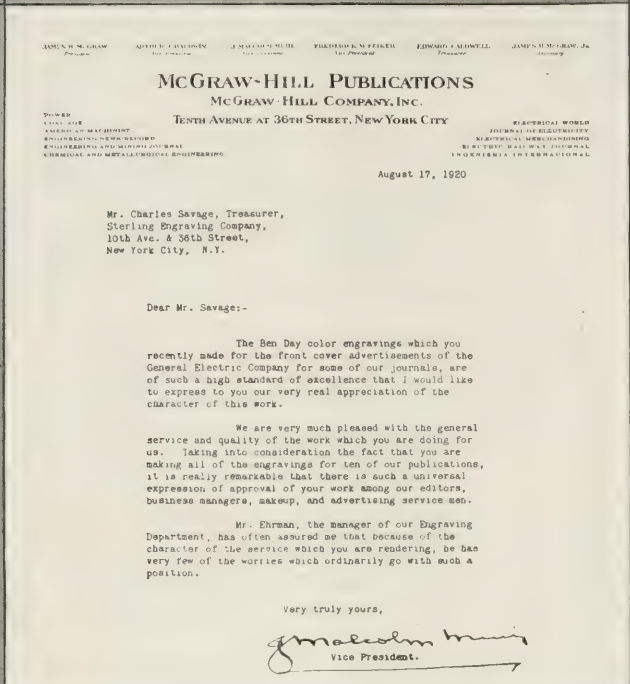
Vivaudou
Kirk's Jap Rose Soap
Schoenhofen's Edelweiss
Brooks Appliance

Each of these advertisers has expressed appreciation of the results obtained from their color pages in The Tribune.

Center spreads and inside covers still available also mean preferred position and distinctive presentation to more than 700,000 families and therefore insure unusual results.

The Chicago Tribune
THE WORLD'S GREATEST NEWSPAPER

Write For The Chicago Tribune's 1920 Book of Facts



McGRAW-HILL PUBLICATIONS
McGRAW-HILL COMPANY, INC.
TENTH AVENUE AT 36TH STREET, NEW YORK CITY

August 17, 1920

Mr. Charles Savage, Treasurer,
Sterling Engraving Company,
10th Ave. & 36th Street,
New York City, N.Y.

Dear Mr. Savage:-

The Ben Day color engravings which you recently made for the front cover advertisements of the General Electric Company for some of our journals, are of such a high standard of excellence that I would like to express to you our very real appreciation of the character of this work.

We are very much pleased with the general service and quality of the work which you are doing for us. Taking into consideration the fact that you are making all of the engravings for ten of our publications, it is really remarkable that there is such a universal expression of approval of your work among our editors, business managers, makeup, and advertising service men.

Mr. Ehrman, the manager of our Engraving Department, has often assured me that because of the character of the service which you are rendering, he has very few of the worries which ordinarily go with such a position.

Very truly yours,

Vice President.

The STERLING ENGRAVING CO. NEW YORK

Very few of the worries which ordinarily go with such a position." ¶ What a world of meaning—and of relief, for the man who buys engravings—in that simple sentence of Mr. Muir's. ¶ If *you* have ever felt (for cause) that the engraving end of your business is difficult, uncertain, hard to handle, try Sterling *once*—and learn what we mean when we say "Sterling Service produces Sterling Results."

THE LARGEST ENGRAVING HOUSE in America, its great volume of business permits the installation of the most up-to-date equipment and the maintenance of a great force of the most expert men.

TWIN PLANTS—one uptown, the other downtown—work day and night, assuring real speed when a job is wanted quick!

A SYSTEM, the development of 17 years of progress, guarantees the same careful attention to small orders as to large ones.

CALL A STERLING REPRESENTATIVE, when you have a hard job and learn the meaning of "Sterling Results."

Process Color ~ Line ~ Ben Day ~ Black & White

STERLING RESULTS

Twin Plants
200 William Street
10th Ave. at 36th St.

Fort Worth Star-Telegram

Net paid circulation

average six months ending September 30, 1920

78,475

as per statement to Postoffice Department

a gain of

6,219 over statement April 1, 1920
12,961 over statement October 1, 1919

notwithstanding greatly increased subscription rates

Largest Circulation in Texas

Nearly three times as much as the next Fort Worth paper

Circulation now

over **75,000** daily over **90,000** Sunday

National Advertisers

will find it profitable to use the Fort Worth Star-Telegram if they wish to reach the richest section of the Southwest

No other paper so completely covers this billion dollar territory

Write us for Merchandising Survey

Fort Worth Star-Telegram

First Paper in Texas

CHARTER MEMBER A. B. C.

AMON G. CARTER,
Vice Pres. and Gen. Mgr.

A. L. SHUMAN,
Advertising Manager

—confidence!

It is confidence that makes the dollar worth a hundred cents.

It is confidence that gives merchandise its value.

The employer who holds the confidence of his workers is not worried about strikes.

The manufacturer who holds the confidence of retail merchants is not seriously concerned with fluctuations in the market.

Confidence is the basis of commerce.

And the basis of confidence is education.

* * * * *

Advertising has been called upon to do a lot of things in the past few years.

It was advertising that accomplished the Liberty Loans.

It was advertising that made Germany quit.

And now advertising is being called upon to rebuild the confidence of nations;

—to rebuild the confidence between the employer and employee;

—to rebuild the confidence between manufacturer and merchant;

—to rebuild the confidence between the merchant and his consumer.

It is not one great world problem.

It is the total of a number of individual problems:

—your problem;

—our problem.

We would like to talk to a manufacturer who is interested in rebuilding or reenforcing the confidence of retail merchants.

Do you really know the Dry Goods Economist?

Dry Goods Economist
239 West 39th St.
New York

* 97%

of Dry Goods and allied lines are sold on the recommendation of the Retail Merchant In the eyes of the Consumer he is responsible

* Based on Census

ADVERTISING & SELLING
The National Weekly of Modern Merchandising — Established 1891

J. M. Hopkins, President;
H. B. Williams, Vice President;

ADVERTISING & SELLING CO., Inc.,
471 Fourth Avenue, New York, N. Y.
Telephone, Madison Square 1765-6-7

M. F. Duhamel, Managing Editor;
Ralph B. Smith, Associate Editor;
George Roosevelt, News Editor.

30th Year | OCTOBER 16, 1920 | Number 17

All Wrong at First—Now Selling Strong

How the Rebuilding of an Entire Policy Turned Mediocrity Into Marketing Success

By CLAN McGRALE

WE STOPPED all our advertising in July, 1919, both magazines and direct mail. Not because we thought our forty agents could sell our contractors' equipment without it, but because our sales manager's disparaging criticism forced us to pause. He said the advertising was not getting across and that it was only forty per cent effective, which meant a loss of about forty thousand dollars a year.

His clinching argument was that none of the agents took any interest in the advertising; not one was making it work for him. He pounded the desk and exclaimed that general impression and prestige and the other ethereal things were all right, but that advertising ought to sell our machines.

EVERYTHING SEEMED RIGHT

His ravings were a shock to us and his remarks seemed almost disloyal. We were doing pretty good magazine advertising, we thought. We used good posed photographs. The advertisements discussed mechanical construction. We knew we had better stuff than our competitors, and said so. There was one "upstart" in particular, for instance, who had been gaining on us steadily with his cheaply built equipment and we went after him hard. It seemed shameful to ignore him, and we wrote some pointed copy.

Our direct mail advertising was not unusual—just two or three large poster folders during the year—but very attractive, and it pulled a lot of inquiries. The periods following the distribution of these broadsides in any year were indicated by the high points in the sales curves. These direct mail pieces were in the same tone as the magazine advertisements and none of them left our competitors unscorched. That particularly aggressive imitator was done brown.

When we stopped our advertising we agreed to make an earnest inquiry into our methods from all angles, resuming only when we were satisfied, no matter what changes we might make. The general manager called a conference of all department heads. We had to admit that our magazine advertising and our direct mail, as we were using them, bore no relation to each other. That was disconcerting. Surely the two forms should be very closely related. Those two complementary facts hit us in such quick succession that we gasped.

Worse than that, neither form seemed to have any real objective. Both were handled in a haphazard manner. Neither was addressed to prospects or took any account of our agents' existence, much less of their connection with us. They, for their part, were so accustomed to having it done that way that it seemed never to occur to them that it might be done otherwise.

Once Shilling, of Pittsburgh, reared up and asked for recognition, especially for permission to distribute the folders from his office. There were other requests of this kind, but we hushed those agents as we would a talkative child. We had been doing it that way for years and we ought to know!

GETTING DOWN TO BUSINESS

"Boys," the G. M. said, breaking into a deep silence, "do you think that advertising really could sell our equipment?" Everybody must have been thinking that for we all started. It seemed barely possible that it

Rebuilding the Selling Machinery

ALTHOUGH the identity of the concern and of the writer as well are concealed, the incidents set forth in the accompanying article are accurate in every respect and the case is remarkable enough to warrant the close attention of any manufacturer who may have peculiar marketing problems to solve.

An old firm had long been manufacturing certain kinds of contractors' equipment which had a general distribution throughout the country. It advertised extensively. The impression arose that it was not getting all the results that it should. To discover why was a process that took months from the time the dissatisfaction was recognized. But the trouble was run down and the remedy applied.

The same method is now in use by some other concerns and is advocated generally by the advertising staff of one of the largest popular magazines. Condensing the essentials of the story into a brief time the following article tells what was wrong and how it was righted.

THE EDITOR.

might. "It might get us impression and prestige, too," he added.

"That's what Matt here, our insurgent sales manager, says. Anyway, I'm getting his idea that it ought to have a pre-determined objective. It ought to start for somewhere. That far I'm sold on his scheme."

Joe Patterson, service department manager, broke loose with one of his characteristic observations: "Seems darn simple to me that your direct mail stuff ought to back up the magazine pages! And the magazines ought to open the way for the direct mail. They gotta work together.

"If the magazines go along every month to get this impression you talk about, then the direct mail folders ought to arrive just about the time Mr. Customer is taking a shine to the magazine advertisement. Like Matt says, 'to stir the buying impulse.' You can't do that with cheap stuff riding on a one-cent stamp. Put it across with a punch—a real, two-cent-stamp punch!"

We were apt to smile at Joe's explosions sometimes, but here he made us think. He wasn't through yet. "'Nother funny thing you said, about the agents not using the advertising. Why don't you make 'em like it! Tease 'em with it! They sell our stuff, don't they? Guess we can't afford to forget that! I'd scramble 'em up with the advertising so they can't get separated!"

The magazines seemed to be the logical starting point for a constructive analysis. We had records for ten years tabulating the returns from magazine advertising. They seemed to be flawless. But here Matt threw another monkey wrench.

"Of how much real value are those records?"

ANALYZING THE RESULTS

We drew back in surprise. "They're absolutely correct," Jim Bennett, our statistician, retorted indignantly.

"Grant that, but the *Carpenter and Builder* ranks highest in your records for direct results, and that's an ordinary, indifferent paper. Here's the *Technical Record*, the best trade paper in the field, with the poorest showing for direct results. What do you make of that?"

"Well—do you mean," the G. M. asked, "that we ought to cut down the *Technical Record's* space?"

"No! Rather increase it. Here's what I'm driving at. Those records are all right, but they're not fair. Here's some sheets I've fixed up."

His first exhibit was a study of each magazine. Its field, circulation, attitude, particular appeal, cost and some other things were considered.

"What this means," he explained, "is that direct results are not enough to judge a trade paper by. It's very evident that the readers of the *Technical Record* don't mention it when they make inquiries. They're big people; they read more than one paper. We don't mention a magazine or commercial directory ourselves when we make inquiries.

"This *Carpenter and Builder* is a small paper, reaching small contractors and they're more likely to mention the paper when they write, for they propably read only the one and make a lot of it. Now we wouldn't stop our advertising in the big paper no matter what these records show! That proves that we don't believe the records are fair, even if they are accurate. Here's how I've compared them."

He turned over a sheet that looked like Figure I. His table included eighteen trade papers handled in this way. The 100 per cent publicity value of each paper was divided between general impression and direct results, from a careful study of the magazine. The value of each magazine's field for our product was stated in percentage.

The nature of our relations with the magazine was described. The circulation and its geographical distribution were given as "general" or concentrated in some particular section. The cost was given as that of a full page a month, but in the case of weekly or fortnightly papers the cost was given as that of a full page twice a month.

"Looks to me as though you've found something there, sure enough, Matt," the G. M. said. "There's a lot more to that than I thought. I'm satisfied that direct returns would be mighty expensive if we took them like they are on our records. Those less get-at-able qualities are worth considering." So our precious records, the last adjunct of our former methods, had a hard fall.

REORGANIZING THE CAMPAIGN

"Now, if you're satisfied that we've been on the wrong track," Matt followed up, "here's my idea of the right way to go about it. In the first place the magazines should aim at the prospect, to sell him or at least make him think. Then our direct mail should follow up the magazines and support them with a direct, selling appeal. Both should be sold to our agents and their organizations so they'll capitalize them to make sales. All three should go together. And they must be laid out together!"

That did not get by without severe criticism. Two or three conferences broke up with no agreement. Then it was decided to lay out the whole plan and pass on it. That worked. When the plan was explained as a whole it was approved. The details were filled in as we went along. A general review of what was done will show the important points in our new method.

An advertising agency which had been handling our direct mail pieces was given the magazine advertising also. That was the hardest thing to get approved and came last, but it should come first here because everything we did was done with the help of this agency. The man who had been working up our direct mail pieces was familiar with our line and that helped a great deal.

FOUR FUNDAMENTALS

The sales manager was expected to lay down the first principles of the new plan. They were:

1—That we would abandon all advertising of the mechanical details of our machines, advertising instead what the machines would do.

2—That all statements would be conservative.

COMPARATIVE VALUES OF TRADE PAPERS—Fig. 1

Magazine	Direct Publicity Results	General Value Impress	Field	Relations	Circulation	Geog. Distribution	Cost	Month or Week
Technical Record	10%	90%	40%	Fine	35,000	Gen.	$125	Month
Building Review	20%	80%	100%	Fair	20,000	East	180	Week
Dirt Moving News.....	30%	70%	50%		13,000	South	70	Month
National Contractor	40%	60%	60%	Fair	25,000	Gen.	90	Month
Concrete Construction ...	50%	50%	80%	Fine	50,000	Gen.	200	Week
American Homes	60%	40%	100%	Fine	40,000	East	125	Month

3—That we would give our competitors no attention in any advertising.

4—That our advertising would be considered a part of our selling effort, inseparable from our field organization.

All the available data on magazine and other advertising was brought together and we made up a general plan for the year, with a detailed plan for four months. The plan for the year was balanced between the magazines and direct mail to get the maximum benefit from our appropriation.

We agreed to keep the catalog within the strict meaning of a catalog and supplement it with good "selling" books which would be distributed from our office. The books for any territory would bear the name of our agent there, thus giving him full recognition, and he would pay the postage. We agreed, also, to make up special folders for enclosures, and add any other helps that would make the agents take an interest in all the advertising.

When we tried to balance the estimates between the two forms of advertising we found that we must use fewer magazines or smaller space, as we had expected. After another pow-wow the number of magazines was cut in half, in order to use full pages once a month or once every two weeks. The magazines were then chosen from the sales manager's studies.

Two folders for immediate use were gotten on the press, and the dummies for the first books were prepared. The magazine pages for four months were made up and sent out. The trade papers were asked to run a supply of reprints of each insertion in advance and we arranged to give one hundred copies of each reprint to each agent. Some agents demand 500 copies now and get them.

HOOKING UP WITH THE AGENTS

We took pains to tell the agents all the details of the plan and to give them advance information about every book or special piece of literature. We offered to use any good photographs they would furnish with suitable descriptions of the jobs and give them full recognition in the advertisements in which their material was used. We paid for any photographs made especially for us. In addition we offered to make up testimonial letters in attractive forms for inclosures. We have tied the agents up to us solidly on advertising, at the same time obtaining so many good pictures and letters that our copy will be fresh for months to come.

We made sure that every salesman in the agents' organizations was on our list for advance information and reviewed some feature of our plan in every general letter to them.

They all wanted the literature to cover their territories thoroughly, and they did remarkable feats in collecting names which they classified according to our system. That solved one of our worst problems. We had been spending a large sum of money every year on our mailing list, but we were never sure that it was good. It had not been classified before, and classifying it was one of the details of the new plan.

With the new lists from our agents we checked up the old list first—throwing out about thirty thousand names—and then began to build it carefully. It is running over one hundred thousand names now and will go to one hundred and fifty thousand when all the new lists have been checked in.

This mailing list is arranged by territories so that we can send an agent a duplicate of any list used for a distribution in his territory. There are always enough imprinted copies of each piece to give him a generous supply for his office. The agents pay the postage gladly. It is cheap distribution for them, and is the most effective use of advertising for us.

STRESSING ACTION PICTURES

We use no posed pictures. Our advertising is written around pictures of our equipment in action, with all the men working and with the wheels turning. There is an appeal in an action picture that is beyond the reach of a retouched posed photograph. We allow no retouching except to take out some particularly undesirable background. The prospect wants to see the equipment at work—with characteristic surroundings.

Looking back upon the beginning it seems remarkable that we made such a radical change in our methods. The whole object of our former method—if it had one—was to convince the reader that we were the only really Nonesuch A-1 Nonpareil concern in the field, and that the bolts and nuts on our machines were inimitable. We fondly believed that any prospect reading one of our advertisements must be impelled to send us an order, or at least an inquiry, at once; and that our records of those inquiries were the last word in scientific handling of advertising. Unquestionably all our competitors were outlaws.

The new method is organized with all the factors dovetailed together for the express purpose of selling our equipment. Our object is apparent on the face of every piece of copy. We are in business to make money. If we did business before from force of habit we want that forgotten. Our magazine advertising is for general impression, with a bid for inquiries and the copy and pictures are combined to build confidence. The direct mail pieces are unmistakably to pull orders, though they may help with general impression.

All statements are conservative, practical and checkable. Our competitors are forgotten when copy is prepared. We stake our chances on impressing the prospect so favorably that he will almost sell himself before he hears from us or our representative. And then we try to sell in such a high class way that he will appreciate the job.

Thus a general selling policy grew out of putting purpose into our advertising. We insist as far as expedient upon knowing what the prospect expects to do with our equipment. If he is buying too much, or an unsuitable outfit, we try to discourage him. We are not afraid to recommend some other type of equipment if that is best for him. That policy is pretty hard to establish through forty free agents in the States and Canada, but we think it is taking root. We feel sure it will carry us to success, in fat years and lean.

New York State Publishers Organize

At a meeting attended by thirty publishers from all parts of the state, outside of Greater New York, the New York State Publishers' Association was organized on Tuesday at Syracuse, with Frank E. Gannett, editor of *The Times-Union* of Rochester, as president. The association is divided into four zones, with headquarters in some central point.

The officers, in addition to President Gannett, are: First vice-president, E. H. Butler, of *The Buffalo Evening News;* second vice-president, Lynn J. Arnold, Jr., of *The Albany Knickerbocker Press;* treasurer, Gardiner Kline, of *The Amsterdam Recorder;* secretary, Charles E. Congdon, of *The Watertown Daily Times;* executive committee, F. A. Merriam, of *The Mount Vernon Argus;* E. H. O'Hare, of *The Syracuse Herald;* Prentiss Bailey, of *The Utica Observer;* R. E. Bennett, of *The Binghamton Press,* and F. P. Hall, of *The Jamestown Journal.*

Increase in Canadian Bank Deposits

Savings deposits in Canadian banks during August reached a total of $1,261,641,733, an increase of $8,471,290 over the savings deposits for July or nearly $20,000,000 more than the deposits in June, according to the Canadian bank statement for August.

Canadian deposits outside Canada during August were $356,570,084, an increase of $8,561,630 compared with such deposits for July.

Making the Concern an Institution

How Bausch & Lomb Did It, Steadily Swelling Their Sales at the Same Time

By HUGH A. SMITH

THE advertising procession certainly is in motion these days. Not so many months ago institutional advertising on the part of manufacturers was regarded as another startling development in merchandising methods, a subject of no little speculation among advertising men generally. Today the term has become so trite that publishers' representatives not infrequently affect an apologetic inflection when resorting to it in conversation.

So many noteworthy campaigns have been launched along these lines that the entrance of the Bausch & Lomb Optical Company onto the stage would hardly seem an occasion for turning the spotlight on them in these pages. The uniqueness of their business, however, the attractiveness and spirit of the copy employed and the facts behind the campaign may offer an idea to some reader of Advertising & Selling.

We must first establish, as a background for our story, a few facts regarding the company's output, channels of trade and position in their field. Their line is a composite one, including ophthalmic, or spectacle, lenses and instruments, microscopes, Balopticons (projection lanterns), photographic and projection lenses, photomicrographic apparatus, binoculars, range finders and gun sights for army and navy, searchlight mirrors, engineering instruments (suspended since the war) optical measuring instruments, magnifiers, reading glasses and all manner of accessories and miscellaneous optical supplies, including optical glass, of which raw material they were the first successful producers in America.

VARIED TRADE CHANNELS

Their trade channels are correspondingly varied, including the optical jobbing trade, the surgical instrument, church supply, educational, photographic and laboratory supply retail trades, the motion picture exchanges and, in some cases, religious and educational institutions, hospitals and even individual consumers direct, while their military instruments are sold on government contract. For many years they have been consistent advertisers in the trade, religious and professional press, but only spasmodic patrons of the general magazines.

Their position in the optical world is quite unique. While they have worthy competition in individual lines, there is no competitor in all lines. They have long stood alone in America in this respect, and, since the wartime upheaval in Germany, where they formerly had one overshadowing rival, it is perhaps safe to assume that they are the largest optical house in the world.



PRESTIGE

Bausch & Lomb adopted this medallion as an identifying element in nationalizing an optical goods concern with results that have been highly satisfactory to those directly interested.

The medallion is dignified and significant and is said to have been a big factor in the advertising accomplishment.

Nevertheless, the exact nature and extent of their business has thus far been known to a comparatively narrow circle, confined principally to the professions and trades they have directly served. They have endeavored to remedy this condition from time to time by advertising some one of their products in the general magazines, but with indifferent success. The goods were too technical or too high-priced to interest more than a special class in each instance, and the general publicity realized was not worth the cost.

When, for an instance, they advertised photographic lenses in general media, they found the public regarding them as makers of lenses only. The same was true with Balopticons and binoculars. Their one product, eyeglass lenses, with an appeal wide enough to justify general product advertising, could not be trade-marked on the goods proper and were not considered a feasible advertising proposition.

WAR SUSPENDED GENERAL CAMPAIGN

No sooner did the war gain headway in Europe in 1914, than the allies began to turn to the Bausch & Lomb Optical Company for the optical instruments so essential to modern military practices. All attempts at general advertising were then abandoned, not to be thought of again until after the triumphant pandemonium of November 11, 1918, and the movement for industrial reorganization which almost immediately followed it.

During America's participation in the war the Bausch & Lomb Optical Company, already a large plant, had practically doubled their facilities and had been operating on a 90 per cent war production basis. While the cessation of hostilities found them with a number of government contracts to complete and a two years' accumulation of back orders on their books from their regular trade, the company began to realize that they must lay the foundation for a greater future distribution, which would match their greatly increased production possibilities.

Then it was that they turned their attention again to general advertising—but not to the advertising of any product or products, for that had already failed to accomplish the bigger purpose they now had in mind. What they sought was the creation in the public consciousness of a really adequate impression of the extent of Bausch & Lomb's activities and the vital relation of those activities to humanity's welfare. They wished to make the public think instinctively of Bausch & Lomb, whenever it thought of anything optical. They were ac-

tuated by the theory that almost any young man or woman of today may be the user of almost any optical product tomorrow, and they wanted that young man or woman to be educated in advance as to what their establishment could do for them.

That meant the advertising of Bausch & Lomb as an institution, and so their present campaign was planned and put into execution in the fall of 1919.

At the outset it was desired to formulate a slogan, which, associated with every advertising layout, would represent the character and purpose of the industry. Out of this grew a medallion design, bearing the classic features of a prophet peering into the distance or the future, as the concept may be, while beneath appears the legend: "To Greater Vision Through Optical Science—Bausch & Lomb." This slogan, born of several weeks' mental travail, has both a literal and figurative significance. It is literally applicable to practically every product of the Bausch & Lomb line, for in the last analysis there is not a lens or an optical instrument but what contributes to "greater vision" in one form or another.

A supplementary slogan, "Continuous Control of Every Process from Glass Making and Scientific Computation to Finished Product," appears in inconspicuous lettering about the lower half of the medallion's periphery. It is important in that it indicates the extent of the company's operations, in which extent they profess a distinctive claim over all competition.

This medallion was not intended to serve as a trade mark in the commercial sense, although it has naturally been mistaken for such in some quarters. The company has long possessed a registered trade mark of quite a different character, and in designing the medallion the corporate name was purposely omitted to keep the commercial aspect in the background. What was sought was an idealistic emblem which would symbolize the very spirit of the industry and its service to mankind.

Neither cost nor effort was spared to make the medallion a real work of art in keeping with its high purpose. It was first wrought by a sculptor of no mean ability, and photographs taken of the placque he fashioned for halftone reproduction. By this method a much softer and more expressive tone was obtained than would have been possible from a wash drawing. For reproducing in zinc it was then drawn by an artist with a penchant for rendering halftone effects in lines, and some very effective etchings have resulted.



One of the Bausch & Lomb advertisements centered upon a particular optical instrument, the range finder. It is typical of the entire campaign in that its educational features are well linked up with the institutional.

MEDALLION IS FEATURED

So much for the medallion. A full-page illustration of it furnished the sole copy for the first advertisement, and it has been the keynote of subsequent advertisements. In all this later copy, as in the medallion itself, the commercial appeal has been entirely subordinated. No specific products are advertised as such. While certain advertisements have been written around certain instruments, it is only done for the purpose of educating the public as to what it owes of safety, comfort and efficiency to the service rendered by those typical products. There are no specifications, no prices, not even any reference to specific catalogs.

The media employed were selected with several purposes in mind. Quantity circulation was obtained through *Collier's Weekly, Literary Digest* and the *American Magazine*. The entire Quality Group were added to reach the class they represent and to gain access to the many libraries and higher institutions subscribing to those periodicals. Because of the peculiarly favorable reaction they had always shown to optical advertising, the *National Geographic Magazine, Scientific American, Popular Mechanics* and *Popular Science Monthly* were also included. It seems a well-rounded though not extravagant list for the objective outlined. The schedule covers eight successive months. While all of the periodicals are not used continuously during that period, enough are used

each month to reach an average monthly reading public of 18,000,000 people, estimating four readers for each magazine.

The reaction has been most satisfactory. In fact, the initial appropriation was passed for a period of three years, removing the temptation to condemn the experiment on the basis of a first year's showing.

Every reasonable effort is being made to permeate the activities of the establishment with the theme of the institutional campaign and the spirit back of it. The medallion is run on the title page of all catalogs and other publications which will carry it; it is also incorporated in trade and professional paper layouts, in several of which the institutional advertisements are being run contemporaneously with the general magazines.

No definite follow-up to the campaign has been planned for the first year, so far as any intensive link-up with the trade is concerned. The educational character of the copy is not calculated to produce replies, although so many general inquiries have been received that an attractive, illustrated booklet was prepared, to elaborate still further the institutional idea, containing no catalog features, but presenting each line historically and from the standpoint of its service to the public.



A piece of glass . . . just a bit of sand and of salt . . . exactly combined, carefully melted, skilfully formed and polished — a LENS!

In a broad way this copy covers the varied applications of lenses to the service of humanity. As in all the advertisements it carries the B. & L. medallion and slogan. Not as a commercial trade-mark, however, but as the idealistic symbol of optical service.

A new plant magazine for the employes was started at the beginning of the year by the Industrial Relations Department, with the co-operation of the Advertising Department. The medallion is worked into the cover design of each issue, while on the back covers appears one of the current advertisements each month. In this connection it serves a double purpose, for the magazine, while dedicated primarily to the employes' interests, is also circulated among the more important dealers and other patrons of the company. An article in one of the early numbers explained the nature and purposes of the campaign and urged the employes to follow it closely, emphasizing its importance to them as dignifying their labors in the public mind.

Right here, it seems to me, lies an important by-product of institutional advertising—one which may well prove one of its major possibilities. The crystallization of a company's business ideals or standards of service, and their unqualified declaration to the general public are bound to strengthen the purpose of the entire organization to maintain them. Institutional advertising may be to the conscientious advertiser what a platform of principles is to the conscientious political organization—assuming, for the sake of argument, that there be such.

Guarding always against palpable extravagances, the theme of any institutional campaign, then, can scarcely be aimed too high. "As a man thinketh, so he is"—a hackneyed quotation but, like most hackneyed statements, quite generally true.

Edwards & Deutsch Lithographing Company Acquires Milwaukee Lithographing Company

The Edwards & Deutsch Lithographing Company of Chicago has acquired the plant, property, assets and goodwill of the Milwaukee Lithographing Company, Milwaukee, Wisconsin, for a cash consideration of $215,500. The plant is located at 2101-2113 Sycamore street, on a lot 350 x 300 feet in the center of Milwaukee's home section. Among the inventory items are $44,000 of paper actually in stock; $11,500 worth of ink; $35,000 work in process, and 9,876 lithographic stones weighing more than half a million pounds. In the machinery inventory are two-color and single color rotary, offset and flat bed presses. The Edwards & Deutsch Lithographing Company has also purchased the offset press equipment of the Bancroft Printing Company, which it will move to Milwaukee, giving the concern thirty presses in all, of which eighteen are in Chicago and twelve in Milwaukee. This nearly doubles the capacity of the Edwards & Deutsch plant.

The Milwaukee Lithographing Company, a pioneer in the industry, having been established in 1852, was sold through an order of the Supreme Court, to permit the satisfaction of an award to minority stockholders of $60,000 for money unlawfully appropriated by, and $60,000 for loss of profits through mismanagement of, the majority stockholder, Alfred von Cotzhausen. This ends five years of bitter legal controversy.

Announcement has been made by Joseph Deutsch, president of the Edwards & Deutsch Lithographing Company, of the retention, as manager, of the services of August F. John, for the past five years receiver of the Milwaukee Lithographing Company, who has become a substantial stockholder in the company through purchase of stock personally owned by Mr. Deutsch.

Headquarters for both plants will be in Chicago. The Chicago plant will continue to operate under the name of the Edwards & Deutsch Lithographing Company, while the Milwaukee plant will be known as the Edwards & Deutsch Milwaukee Lithographing Company, thus combining the two and gaining the prestige of both names.

The purchase of the Milwaukee Lithographing Company out of its surplus marks the climax of twenty-five years of steady growth by the Edwards & Deutsch Lithographing Company. From a small beginning it has taken rank with the foremost producers of better lithography. The officers of the company are Joseph Deutsch, president and general manager; Clarence T. Fairbanks, first vice-president; A. A. Failmetzer, second vice-president; A. C. Deutsch, secretary and treasurer, and William B. Bell, superintendent.



The Edwards & Deutsch Co. Plants

Wilson 'Drug Topics' Business Manager

George Wilson, recently advertising manager of the Hanovia Chemical and Manufacturing Company, Newark, N. J., has been appointed business manager of *Drug Topics*. Mr. Wilson succeeds Marvin S. Small, now service manager for the J. R. Mayers Company, New York.

Gray With Chambers Agency

Coleman R. Gray, formerly an account executive with Murray Howe & Co., New York, has joined the staff of the Chambers Agency, Inc., New Orleans, in a similar capacity.

Advertising as the Classicists Saw It

There Are Profitable Examples of Selling Science in the Works of Other-Day Authors

By DANIEL L. HANSON

Author of the "Moses Irons" Stories, Etc.

MOUNTED on his Rozinante, Irvin Cobb prances gaily through the pages of a recent *Saturday Evening Post,* tilting cheerfully and freely at the masters of literature to whom we ordinary mortals have paid reverence, lo!—these many years. And, like that earlier Don Quixote, he makes side excursions, during one of which he issues a challenge to that "Excelsior" which most every healthy-minded American lad has shouted at school exhibitions during the last fifty years.

Naturally Irvin objects to the scanty raiment in which the kind-hearted Longfellow sent the hero out into the Alpine climate. Also because he—Irvin—is a member of the Anthony Comstock Society. But it is when Mr. Cobb sends his lance clear through the poet's conception of advertising—its timeliness—that he rises to his greatest success.

"In his nightie the Youth is going through a strange town late in the evening, and in the winter-time, carrying a banner advertising a shredded wood-fiber commodity which won't be invented until a hundred and fifty years after he is dead!

"Can you beat it? You can't even tie it!"

Premature Publicity! Irvin very properly shies at it. All honor to him for ruthlessly swinging the iconoclast's hammer, even though at the saintly Longfellow! We weep as we place the laurel wreath on Irvin's brow. We know our poet was very fond of sitting in his study and using Who's Who in scenery and history alike rather than to cross his own threshold to the nearby lying first-hand sources of information. Thus it was more than twenty years before he saw the ancient Inn at Sudbury where he had placed his greatest poem—though it was less than thirty miles from Brattle Street to that self-same inn. And the Reef of Norman's Woe he never did see though it practically lies in Boston Harbor.

All that, however, we can forgive him, but never that lapse of boosting "Excelsior" a century and a half before its birth. Never!

The question now presses home—how have our other classicists dealt with advertising and publicity when plotting their novels around that theme? Truth compels us to answer: "Most unfortunately; they have both failed in catching either the spirit—the psychology—or the technique of advertising. And the results have been most painful and ludicrous to their readers."

That is true of our greatest writers; true of our masters of literature both on this side of the Atlantic and on the other. Therefore do we turn with the greatest of enthusiasm, and profit as well, to three notable exceptions, Honore de Balzac, W. D. Howells and H. G. Wells. Reference being had to the three works, The Rise and Fall of Caesar Birotteau, Silas Lapham and Tono-Bungay.

Balzac gave Caesar Birotteau to the world in 1834, having worked on it for many years. The first part—that containing the clearest analysis of advertising, being written probably as early as 1825. Look back and see how much advertising there was in America at that time! The more remarkable then becomes the Parisian's masterpiece and handbook—it is nothing short of that!—of Twentieth Century advertising.

Birotteau, it will be remembered, understood publicity effort before he had anything to advertise. Actually he prepared copy before knowing just what commodity he was going to market. One day he happened to find a book on cosmetics in a bookstall along the Seine River. That was the precipitant which made of Birotteau the greatest dealer of his line in all France.

"Caesar Birotteau's
SUPERFINE PATE DES
SULTANES
and
CARMINATIVE TOILET
LOTION
A Marvelous Discovery!
APPROVED BY THE
INSTITUTE."

Can you beat it? Can you even tie it? And written in 1825!

The copy writer of today can go far before he finds anything better suited for him to read than the advertising literature Balzac had Birotteau prepare. And he will wonder if some of our national advertisers of today have not already quaffed the waters of this spring of inspiration.

"After devoting long nights to the study of the dermis and epidermis of both sexes * * * M. Birotteau has invented two preparations which, from their first appearance, have been deservedly called 'marvelous' by the people of the highest fashion in Paris."

Then this, which gets right down to brass tacks, for the get-under-the-skin selling argument:

"The daily use of the Carminative Toilet Lotion allays the sensation caused by shaving, while it keeps the lips red and smooth and prevents chapping. It gradually dissipates freckles by natural means and finally restores tone to the complexion.* * * It is a preventative of cutaneous affections."

Finally, back there in 1825, Balzac adds the climax to his advertisement:

"To prevent fraudulent imitations, M. Birotteau warns the public that the wrapper of every tablet bears his signature and that his name is stamped on every bottle of the Toilet Lotion."

Shades of Fletcher's Castoria and Mennen's Talcum Powder! This was written in 1825!

But Balzac goes further than to write mere advertising copy, good as it is. Amidst the love scenes and the society intrigues that the book contains there is woven what is possibly the best analysis of a selling campaign we have in all literature. Balzac makes the results of the advertising justify the copy he had Birotteau write. Nor does he strain the imagination in doing that; the reader feels it is the natural result. In the establishment of Caesar Birotteau—back there in 1825, there was no antagonism between the advertising and sales departments, as so often occurs in these days of scientific business ef-

fort, they walked hand in hand to the glory and profit of Caesar Birotteau.

THE INEVITABLE COLLAPSE

The Fall of Birotteau comes from too much politics and too much society. He neglects his business that he may further the social ambitions of his daughter, and the downfall of his business follows as naturally as night does day. But the climax comes with his reinstatement through the good offices of his former clerk, and close follower, Popinot.

And here we have the story within a story. Popinot also has copy ready for the printer. Finally he attaches this copy to Cephalic Oil. It might have applied as well—almost—to any other commodity, but it lifts Cephalic Oil even higher than the preparations Birotteau had featured a few years earlier.

But Popinot goes his master a step farther; he starts in by exposing fraudulent competitors and wins the public's confidence by that bold stroke.

"No cosmetic can make the hair grow. And in the same way it cannot be dyed by chemical preparations without danger to the seat of the intelligence."

Having pointed the finger of scorn at the crooked dealers in Paris, he proceeds to still further win the public's confidence by admitting that he was not the first discoverer of Cephalic Oil:

"Learned research has brought to light the fact that the nobles of olden times, who were distinguished by their flowing locks, used no other means than these. Their recipe long lost has been ingeniously rediscovered by A. Popinot, inventor of Cephalic Oil."

Having gone his master one better, he follows him faithfully in calling attention to his signature on each bottle of the oil, then mentions the price: three francs the bottle.

Is it any wonder he recoups his master's shattered fortunes and marries the daughter, Caesarine?

AN ADVERTISING MOTIF

In Silas Lapham, Mr. Howells does not attempt to give the actual copy used by the Bostonian manufacturer of Mineral Paint. Nevertheless, the motif around which the best story of American business life revolves is advertising. The humor comes from Lapham's running counter with his publicity work to the accepted traditions of the Boston of that period—putting its light under a bushel.

Mr. Lapham, awake or sleeping, has one question in his brain: "How can I best advertise Mineral Paint—and where?"

At no time did he give a moment's thought to: "How much is it going to cost?" for he was too experienced an advertiser not to know that the cost was always returned to him—and several fold.

Silas Lapham's strategic blunder of trying to worm his way into Boston society by moving from Rutland Square in the South End to the waterside of Beacon street, is invariably analyzed as a move in behalf of his two daughters. Fond father as was Mr. Lapham—he wasn't a foolish one. The social success of the girls was bound to come when he had piled up enough millions. But he still had to make most of that wealth—and that was contingent on getting into the Boston market, hitherto denied him. He blundered, however—strangers frequently commit that error even in these later enlightened days, by not having his family tree in full foliage before he laid the sill of that new house.

The story, though ending with Lapham down and out, does not leave a bad taste in the reader's mouth. One knows intuitively—even though not an advertising expert—that Lapham came back, goes to higher heights even, by means of the same medium which had boosted him in the first place. The book has many lessons for the advertising student of today—for the expert in that line.

H. G. Wells is not a photographer; rather is he a painter in words as was Whistler in water colors. The onlooker gets the impression of the thing on the page—he does not see its lines and form. The greater the art the greater the effect. And Tono-Bungay is an impressionistic novel, one of the strongest novels in our English language.

The Wimblehurst chemist, Ponderevo, has discovered two things, Power and a Word. The Power was advertising, the Word was Tono-Bungay. He knew the effect of advertising, had seen it tried and tested out in tens of thousands of instances—for the story is laid in our day. But he didn't know to what he should attach that word Tono-Bungay, to what commodity it should give itself. All he knew was that the Power was going to put the Word in the highest place on the trade map of the world.

Being a chemist his mind naturally turned to his own shelves. Ipecac, quinine, cascara, menthol—hundreds of items, all qualified of being worked on by this Power, advertising, with the result—as foreordained as the rise of tomorrow's sun—fabulous wealth to Ponderevo. Thus the years passed to the chemist of Wimblehurst, as the years must have passed for every great soul harnessed to earth, while with its eagle eye it swept the illimitable sky.

Then suddenly—to earth worms of men the movements of genius are always swift—the hoardings of Great Britain are covered with:

"THE SECRET OF VIGOUR TONO-BUNGAY."

We are not allowed to know the ingredients of Tono-Bungay—an author owes something to Ponderevo:

"You see," said Ponderevo, "it's nice because of the (here he mentioned a flavoring matter and an aromatic spirit); it's stimulating because of (here he mentioned two very vivid tonics, one with marked action on the kidneys). And the (here he mentioned two other ingredients) makes it pretty intoxicating."

And Ponderevo had started with only five hundred pence in the way of cash capital. That plus his faith in advertising. But after that first confession to his nephew of the ingredients in Tono-Bungay, Ponderevo absolutely believed in it! His own advertising—prepared by himself—built up in him a faith in a decoction he had known in the beginning was a fake. Isn't that the supreme test of the effectiveness of advertising copy?

"I saw a man come charging out of Palace Yard, while Tono-Bungay shouted at me from a hoarding near Adelphi Terrace; I saw it afar off on Carfax street; it cried to me again in Kensington High street, and burst into perfect clamour. I saw it six or seven times as I drew near my diggings. It certainly had the air of being something more than a dream!"

Is it at all strange that Ponderevo succumbed to the force of his own advertisements!

"*HILARITY* — TONO-BUNGAY. Like Mountain Air in the Veins. HEALTH, BEAUTY AND STRENGTH one."

Tono-Bungay was at first a tonic for the inner man—the physical part of him. But quickly did it go beyond those narrow limits; the well needed it; the strong needed it; the poor needed it as of course the rich had from the very first. Seeing

The Print Paper Situation

At the present moment newspapers are making contracts for 1921 at 7½ cents a pound f. o. b. mill.

Prospect of a 7- or 8-cent price is compelling some of our great wasters of print paper to plan to curtail use.

There has been a decided break in spot tonnage —domestic supply being offered as low as 9½ cents mill, and foreign down to 7½ cents c. i. f. New York.

Jobbers with heavy tonnage bought at high prices for a rise are seeking an outlet for their stocks at lower prices than they paid for it.

Continued conservation of use and refusal to buy at fancy prices are now more important than ever.

Newspapers dealing with marginal mills will do well to continue to keep them turning out newsprint. In a few weeks I expect to be able to show them a way to freedom from the grasp of those charging unreasonable prices for ground wood.

JASON ROGERS,
Publisher, New York Globe.

New York, Oct. 14, 1920.

Tono-Bungay flashed across the midnight sky, seeing it flaunting itself under the noonday sun—seeing it at all times and in all places caused additional uses for it to suggest themselves to the public. Letters of inquiry were received, a few at first, thousands later. Would Tono-Bungay do this, would it do that?

Out of that advertised-suggested inquiry grew Tono-Bungay Thistle Brand to remove London fog from the throat. The special brand for Scotland was more than eleven per cent. Quickly followed Tono-Bungay Hair Restorer, Concentrated Tono-Bungay for general purposes—the buyer supplying the water for dilution. Then Tono-Bungay Lozenges, Tono-Bungay Chocolates. These last were strongly advertised "You can go for twenty-four hours on Tono-Bungay Chocolates." "One parliamentarian spoke for four hours sustained on Tono-Bungay Chocolates and finished as fresh as when he began."

Regiments of school teachers, barristers, politicians and revivalists fell for this last appeal. One of the last ventures was Tono-Bungay for sea sickness, with an abortive attempt to interest the Cook Tourist Agency in that special brand.

CREATED NEW USES

The point is that advertising Tono-Bungay diversified its uses—the public nobly and eagerly doing its share. And Mr. Wells shows more astuteness in this understanding of an advertising campaign than do some of us who are devoting our lives to that service.

Ponderevo, like Silas Lapham, understood the value of interesting the public in his own personality. House after house was acquired by him, finally he built two in rapid succession—the public being kept fully apprised by the Press of each detail, and all went to boost the popularity of Tono-Bungay.

The bubble lasted many years, so long as Ponderevo was sufficiently interested in managing his own business to remain under the influence of his own advertising. The very moment he ceased to be that the fortunes of Tono-Bungay started from the top of the toboggan.

When the advertising of the Tono-Bungay preparations failed to get under the skin of Ponderevo it failed to get under the skin of the public. Isn't that the true acid test of all advertising campaigns? Isn't there too much of impatience shown proprietors by advertising men because the client does not "quite like the copy"? Is it not possible that the best judge—at least a good judge—of advertising copy is the man who manufactures the goods to be advertised?

Mr. Wells closes his story of Ponderevo on Mordet Island, where the bankrupt has been taken in an airship by his chronicler and nephew. And there the two—the dying and the youth——analyzed the rise and fall of Tono-Bungay, to them something more than a quack decoction, an actual personality built up by their own advertisement.

"Death ends all, George?" asks the old man. He hoped for "aspirations."

As the sands had almost run, a little later: "It seems to me, George, always there must be something in me—that won't die."

The nephew who had other interests to hold him—love and music, could not answer this question of the man with the single aim.

But Ponderevo, the dying, came back to this one question again and again—ever with lessening strength and speech: "George, *perhaps?*"

"Aren't you sure?"

Quoting now the nephew: "There I sat, holding his hand tight, and trying to think what seeds of immortality could be found in all his being, what sort of a ghost there was in him to wander out into the bleak immensities."

But the reader who has followed closely the illuminating book knows what George, the nephew, did not know. Knows what the ghost was that found its way through the bleak immensities. It was the soul of the born advertiser.

The same soul appears in Caesar Birotteau, in Popinot, in Silas Lapham that winged its way that night from the clay of Ponderevo. Such a soul has charted the entire universe, it carries the key which unlocks all doors—even that last of them all.

These three books deserve more than a place on the shelves of the business man's library—their psychology should be his to draw from freely.

Will Sell Shoes Direct

The success which the marketing by manufacturers of shoes direct to the public met with during the recent sales in various sections of the country has led to the incorporation of the D. C. Disbrow Co., Inc., in Utica, N. Y., an organization sponsored at a meeting of twenty-eight shoe manufacturers, whose object is to distribute their merchandise direct to the consumer.

The Disbrow Co., it is said, will open retail stores all over the United States for this purpose. Dempster Disbrow, president, announced:

"We are merely setting the ball rolling. We already have inducing offers from women's underwear manufacturers and from handkerchief makers to handle their product directly as we propose to do with shoes, and no one can tell where the business will stop enlarging and extending.

Twelve stores are already in operation and another has been secured in Utica. Other places include Paterson, N. J.; Syracuse, Ogdensburg, Watertown, Malone and Saranac, N. Y.

Founder of Paris Garters Dies

Albert Stein, founder of A. Stein & Co., manufacturers of New York, Chicago and Toronto, died Monday in French Lick, Ind. He was born in Germany fifty-four years ago and came to this country in 1884. He lived in Chicago.

National Chain Stores Association

About twenty chain stores of the East have organized the National Chain Stores Association with Alfred H. Beckman, former secretary of the National Wholesale Grocers' Association, as secretary-treasurer and general manager.

Agricultural Engineering Editor for "Successful Farming"

Professor E. W. Lehmann, formerly of the Agricultural Engineering Department, Missouri College of Agriculture, is now serving on the staff of *Successful Farming* as Agricultural Engineering Editor.

Urges Gross Sales Tax

The gross sales tax, as a substitute for the excess profits tax and high surtaxes on incomes under the Federal Revenue Act, commanded the consideration of a large gathering of business men at the Broadway Association meeting Thursday at the Hotel Astor.

Authorities on the subject spoke and answered questions relative to these taxes, and at the same time presented the merits of the gross sales tax; also pointing out the great advantage which will result in reducing the high cost of living when such a tax is put upon the statute books.

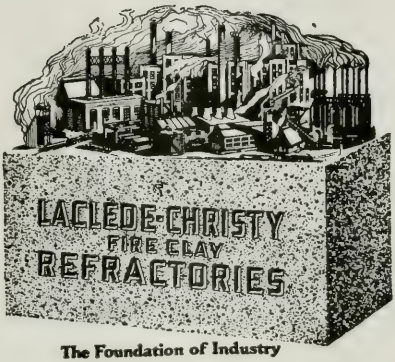
U. S. Rubber Combines Boot and Shoe and Mechanical Divisions

The United States Rubber Co., which heretofore has operated its business in three separate divisions—the United States Tire Co., the boot and shoe, and the mechanical goods divisions, has consolidated the two latter under the management of Homer E. Sawyer, a vice-president of the company, and long head of the boot and shoe division. George H. Mayo has been made general sales manager of the consolidated divisions. C. C. Case remains in charge of sales for the mechanical goods branch of the new division's business. Elisha S. Williams, who has been head of the mechanical goods division, on account of poor health, has been granted an indefinite leave of absence.

W. C. Freeman Associated With Howard Co.

William C. Freeman, popular New York advertising man, is now engaged in free lance advertising work at 117 West 46th street, New York. He is associated with the E. T. Howard Co. at the same address, through which agency Mr. Freeman is placing his accounts.

Collier's
THE NATIONAL WEEKLY
5¢ a copy



The Foundation of Industry

Laclede-Christy and Collier's

Laclede-Christy is using Collier's as the backbone of its advertising campaign, in general publications, for fire clay refractories.

Read Collier's

Agencies to Use Standard Order Blank

A standard order blank, eight inches by ten, carrying on the back twenty-five standard conditions adopted by the American Newspaper Publishers' Association, Periodical Publishers' Association, and Associated Business Papers, Inc., in co-operation with the American Association of Advertising Agencies, is about to be issued for universal adoption by advertising agencies.

This noteworthy advance in the mechanics of advertising is the result of the movement inaugurated in the summer of 1918 when a committee of the American Association of Advertising Agencies took up the problem. Contract blanks, order forms and various data from eighty members of the association were obtained. The blanks were examined and their characteristics tabulated. An attempt was made to get one form that would be reasonably practicable for all those different agencies, and that at the same time would meet the requirements of publishers. So far as the face of the blank was concerned, the work was done and the form was ready to be issued in October, 1919. However, this did not include revision of the "conditions" on the back.

At the suggestion of publishers the additional work was undertaken of a formulation of "standard conditions" that should govern all advertising contracts and orders. This meant the writing of a code of practice. It required serious attention and a large amount of time.

The committee of the American Newspaper Publishers' Association included Hopewell L. Rogers, chairman; Charles A. Taylor, Jr., Thomas R. Williams and Lincoln B. Palmer.

The committee of the Agencies' Association, which conferred with this committee in New York, consisted of Newcomb Cleveland, chairman; Collin Armstrong, John P. Hallman, H. A. Lebair and James O'Shaughnessy.

There were conferences and correspondence also with committees and officers of the Periodical Publishers' Association, John Adams Thayer, executive secretary; the Agricultural Publishers' Association, Frank B. White, managing director, and the Associated Business Papers, Inc., Jesse H. Neal, executive secretary.

In a spirit of accommodation and by the exercise of patience, a result was finally reached and a set of twenty-five "standard conditions" was mutually agreed upon. These conditions are believed to be equitable to all parties concerned, publishers, advertisers and agencies. However, they are not claimed to be perfect and they are not final. They constitute a starting point. The idea is to have them in use for a year or two, after which time, or whenever it seems desirable, further joint conferences can be held with a view to revision of the wording, and adjustment of any matters that may seem to require attention.

The blanks used by members of the American Association of Advertising Agencies will have a distinctive appearance, including horizontal rules across the top and bottom, but the wording of the conditions on the back will be exactly the same as in the case of agencies not members of that association. Identification of the blank itself will be by the phrase, "Form 'A'" and the year, "1920", which will appear prominently in upper left corner of face and back.

The hope has been expressed that in order to make this standardization movement a success all publishers will require all their orders to be given on these blanks, for the sake of uniformity and to avoid discrimination, and more especially for the labor-saving result in their own offices. It is obvious that if orders come on uniform blanks they can be examined more quickly and will pass through the office more smoothly and with less liability to error than if accepted on blanks of all sizes, shapes and styles of arrangement.

Merchant Tailors Organize—To Raise $500,000 for Advertising

Sponsored by a group of business men prominently identified with the wholesale woolen and trimming industry and leading retail dealers, there has been organized the Merchant Tailors' National Service Bureau.

In a statement issued by E. A. Binoeder, managing director of the bureau, explanation of the fundamental purposes of this unique organization is made as follows:

"Prior to the establishment of this bureau, investigations which I conducted throughout the country, developed the fact that the merchant tailors were deplorably unorganized in comparison with other industries. There appeared to be no centralized, unified effort on the part of the various interests involved to do the things essential to place their business upon a stable basis.

"The Merchant Tailors' National Service Bureau plans to conduct a country-wide advertising campaign with the object in mind of presenting to the general public the true facts regarding the merchant tailoring industry. The bureau will also endeavor to improve labor conditions in the industry by means of an educational campaign among its members and their employes aimed to eradicate the evils incident to under-protection which has handicapped our particular trade just as it has other enterprises.

The national advertising campaign will be financed by a contribution from every jobber and dealer member in the industry, based on the amount of annual sales. It is conservatively estimated that $500,000 will be raised in a comparatively short time, according to evidences of support which the bureau has already secured. Newspapers and magazines will be used principally, and these paid advertisements shall set forth facts and figures which the representatives of the merchant tailoring industry have long felt the public should be thoroughly familiar with.

Members of the following organizations have thus far joined forces with the bureau: National Woolen and Trimming Association, National Association of Merchant Tailors of America, Pacific Coast Merchant Tailors' Association; Merchant Tailors-Designers' Association, and several smaller units. Temporary headquarters of the bureau are in the Ward Building, Newark, N. J.

Rowe Stewart Outlines A. A. C. of W. Work

At a reception and luncheon in his honor at the New York Advertising Club on October 7, Rowe Stewart, president of the Associated Advertising Clubs of the World, in an impressive, concise address, outlined the comprehensive work of the association, telling of several innovations to be started this term and urging the co-operation of every advertising man.

After explaining the organization and functions of the various committees, Mr. Stewart told of the inauguration of district conferences such as the recent Iowa-Nebraska-Kansas convention at Des Moines. Under the direction of vice-presidents one is to take place in Atlanta and another in Baltimore. On October 21 and 22 a conference of the advertising clubs of New England will be held at Boston. Mr. Stewart mentioned the activities of Vice-President Frank A. Black, who is directing the education committee, and of the committee on finance, which is composed of John Ring, Jr., St. Louis; Reuben Donnelley, Chicago, and Charles A. Otis, of Cleveland. He also told of the new book, "Economics of Advertising," being prepared by Paul Terry Cherington for the book publication committee. This committee, which is headed by Herbert S. Houston, made a profit of $3,000 last year. *Associated Advertising*, Mr. Stewart said, showed a surplus of $10,000.

Speakers at Business Paper Convention

A feature of the convention of the Associated Business Papers to be held at the Hotel Astor, New York, Oct. 20-22, will be four addresses on the principal departments of publishing. They will take place at the Wednesday afternoon session, the morning session being devoted to an address of welcome by President Samuel O. Dunn and to the report of Executive Secretary Jesse H. Neal.

E. T. Howson, editor of *Railway Maintenance Engineer*, Chicago, will talk from the editorial standpoint; H. A. Lewis, McGraw-Hill Company, New York, the advertising; M. B. Lum, A. W. Shaw Company, Chicago, the subscription department; and Harry E. Taylor, advertising manager *Dry Goods Economist*, on service.

On Thursday morning sessions for the advertising, circulation and editorial men will be opened. Roger W. Allen, Allen, Nugent Company, New York, will act as chairman of the advertising session, and George Griffiths, manager of *Hardware Age*, New York, will be leader in the discussion of "The Development of New Business." M. B. Lum, A. W. Shaw Company, Chicago, is scheduled as chairman of the circulation meeting. The editorial session is to be in the hands of the National Conference of Business Paper Editors.

In the afternoon W. R. Bassett, Miller Franklin, Basset Company, New York, will speak on "The Advantages of a Real Cost System," and will be followed, after a discussion of many topics, by Robert Tinsman, Federal Advertising Agency, New York, on "Advantages of Standardization in Page Sizes, Rate Cards and in Payment and Discount Dates." There will be two sessions, one for editors and one for publishers.

The annual banquet and reception, to which invitations will be extended to advertising and publishing interests generally, will take place at the hotel Thursday night. Sessions for publishers and editors conclude on Friday morning with the adoption of resolutions and the election of officers.

To All Lovers of Good Lithography

TO augment the production of that lithography of character upon which our reputation rests and to maintain that service of which we are so proud, we announce the acquisition of the Milwaukee Lithographing Company, 2101-2113 Sycamore Street, Milwaukee, Wisconsin, which now becomes the Edwards & Deutsch Milwaukee Lithographing Company. The name of the parent company remains unchanged. The general offices of both companies will be in Chicago. Mr. August F. John continues in charge at Milwaukee.

With the added facilities and advantages, by which our capacity is nearly doubled, we ask the opportunity to let our work tell its own story to these lovers of good lithography whom we have not served. To our patrons whose encouragement and inspiration have made our progress possible we express our deep appreciation. We can only say that we shall keep the faith as we have always kept it.

Edwards & Deutsch Lithographing Co.

JOSEPH DEUTSCH, President

Chicago, October 8th, 1920

Art and Utility in Advertising

Beauty, Especially If Feminine, Has Its Part to Play in Selling

By E. McKENNA

EVERYONE knows about the thing of beauty being a joy forever. But the further added simple declarative of the poet, that "Its usefulness can never fade into nothingness," seems to have been overlooked by all save the advertising man. He has learned the practical utility of beauty and in his field disseminates its charm with unfailing activity.

The scientist tells us that nothing is ever lost; that things that are worn out in one shape assume another. The advertising man takes a leaf out of his book and applies its wisdom to his own activities. He finds a beautiful picture, for instance, the range of whose usefulness, except as a piece of property, is limited to the comparative few who see it in a private collection or public gallery.

He transfers its field from private to public uses purely as a utility factor in advertising merchandise and by so doing disseminates its power or charm, or whatever other characteristic gave it potency in beauty, through that floating multitude we call the public.

It may not be true that great artists are employed directly in advertising, but their work, after having fulfilled the purely egoistic function of the art patron and flattered the instinct for conspicuous consumption, finds its way into the view of millions of widely scattered business men and plain folk through the medium of advertising.

The progress of contemporary art to the "plain people," scattered afar in factory, farm and town, is simple and direct. It is harnessed to the car of utility and the harness is advertising.

ARTISTS WHO CONTRIBUTE

Lest this general contention should breed the spirit of denial it would be well to produce some evidence. Let us take a list of well-known artists, those whose names are known in the art gallery, the exhibition hall and in magazines and periodicals who keep up a fine standard in illustration and cover work.

Names that come readily to mind in the latter group are those of Penhryn Stanlaws, Ralph Armstrong, Earl Christy, Gene Pressler, Charles Williams and Haskell Coffin. Now the work of each of these men is as familiar to the advertiser and to the receiver of advertising literature as it is to the reader of the highest priced magazine of literature and art.

Then there is another group of artists who have ascended to the preeminence of National Academy membership. We will find that lending the letters N.A. to their names has not made them disdain the utilitarian field of advertising. Reproductions of paintings by Thomas Moran, Russell Greene, Carl Blenner, Thomas Blinks and other academicians like the late distinguished Henry Mosler, who was also a member of the French Academy and winner of the first medal ever bestowed on an American by that body, are used to add the appeal of beauty to all sorts of merchandise.

Although the use of beauty in advertising covers the whole range of art subjects, the family scene, the pastoral scene, land and seascape, and the havoc and carnage of war and representations of them are used as back covers, calendars and display cards, the appeal of beauty is intensified for the generality of the advertising man's purposes by narrowing it down to the point at which it is most inciting to the mind and emotions.

Need it be said that that point is reached in pictures of youthful femininity, or to use the casual but effective language of the times—the pretty girl?

TOUCHING A VITAL SPOT

It would appear that the love of beauty is inherent in the soul of man, and if the appeal to this love is strong enough he will not only buy the goods suggested, but they will be associated with it in his subconscious mind long afterwards. That, after all, is only psychic normalcy, as Senator Harding would say. If the appeal to man's love of feminine beauty by some connivance of nature and art is of extraordinary intensity, he stands now as in the distant past to see "the topless towers of Ilium robed in fire."

All this being germane to our natural manner of feeling, it is neither accidental nor irrelevant that the pretty girl has won her way easily into the best practises of advertising. So we find her "selling" everything through the mail and in counter displays, and it is so arranged that the advertiser can have exclusive rights to her in his territory.

OUT ON THE SELLING LINE

As an example of her use, the picture of a certain young lady in evening gown, by Haskell Coffin, is used exclusively in all the Woolworth stores for display in advertising Lorraine Hair Nets.

Brown's Business College, in Brooklyn, uses the cheerful young Miss with the Lantern, by Gene Pressler, to give the tone of the school to prospective pupils. Avidity, poise, chicness and charm are qualities we associate with the illustration and we feel if we were a young girl that we would like to study at a school whose pupils suggest those qualities instead of tiredness and irritability and eye strain that some people associate with studying school tasks.

A Washington, D. C., department store uses an outdoor girl with a dog, by Earl Christy, to tell of an anniversary sale of Autumn clothing.

"Over the Tea Cups," a picture of two girls drinking tea in a cosy and delightful environment, done by Christy, is used by the Bailey-Farrell hot water supply system, tied up to copy that tells us that a Bailey-Farrell system installed in the home gives the hostess time to entertain friends.

By the use of these and other similar subjects, the mailing envelopes of up-to-date business houses are stuffed with beauty—beauty that makes a first pleasurable impression and copy that associates that impression almost against the will, certainly despite the indifference, with the quality and desirability of the merchandise advertised.

Beauty of a more diffuse kind, the home and pastoral scene painted by artists of national reputation, stuffs the envelope that Senator Capper sends to the subscribers of his farm papers through the Middle West. Senator Capper offers enlargements of the small reproductions as premiums to subscribers.

The subjects are chosen to appeal to farmers and their wives and depict such scenes as "The Road to the Village" and "The House Where I Was Born" and "Bringing Home the Hay," all reflecting the environment and even the details of life on the great productive farming country through which his publications circulate.

All these pictures have been used as covers or as illustrations in current magazines or the art albums of a past day, where presumably they would have remained were it not for the advertising theory that a thing that is beautiful should continue to be useful.

Fisher Joins St. Louis "Globe-Democrat"

H. Clyde Fisher, at one time in the advertising department of the Devoe & Reynolds Company, and more recently connected with the Nast publications, has connected himself with the New York office of the St. Louis *Globe-Democrat* as an assistant to F. St. J. Richards. Mr. Richards in future will have two assistants, Arthur Cornell having served in that capacity for over a year.

Mr. Fisher will for the time being devote his interests chiefly to the *Globe-Democrat* artgravure section.

Red Cross Campaign With Richards

The Fourth Red Cross Roll Call advertising campaign is being prepared and placed by the Joseph Richards Company, Inc., New York City. The campaign consists of a series of magazine and underwritten newspaper advertisements that will appear immediately prior to and during the Red Cross Roll Call period—November 11-25, 1920.

For the underwritten newspaper space a portfolio of twenty-five advertisements has been prepared for use of the chapter publicity committees in obtaining underwritten local newspaper space throughout the country.

The American Red Cross "Greatest Mother in the World" poster, made familiar to the people of this country during the war and borrowed by the British Red Cross in their money-raising campaigns during the last year of the war, has been revised for use in the coming Fourth Roll Call Campaign under the title, "Still the Greatest Mother in the World." Where the war-time poster showed a wounded soldier on a stretcher, the peace-time poster shows a little cripple boy in the arms of the "Greatest Mother" and typifies the peace-time service of mercy rendered by the Red Cross.

A. & S. Important to Lehigh Cement Company

Allentown, Pa., Oct. 5, 1920.

Editor, Advertising & Selling:

Interesting reading matter and its value to us as advertisers has made your publication an important one in the eyes of this department.—Lehigh Portland Cement Co., Howard Rhode, Advertising Manager.

W. J. Mattimore, Maxwell-Chalmers Advertising Manager

Arthur E. Barker, general sales manager of the Maxwell and Chalmers Motor Car Company, Detroit, has announced the appointment of W. J. Mattimore as advertising manager. Mr. Mattimore was for eleven years with Theodore MacManus, Inc., of Detroit.

Boston "Evening Transcript" Five Cents Saturdays

Beginning October 16, the price of the Saturday issue of the Boston *Evening Transcript* will be five cents per copy. Other issues of the week will continue at three cents per copy. This is said to be the first change in the price of the paper since 1883.

Export Manufacturers Convene

The American Manufacturers' Export Association, convened at the Waldorf-Astoria Hotel, New York, Thursday, was addressed in the afternoon by W. L. Saunders, its president; Dr. R. S. MacElwie, director of Bureau of Foreign and Domestic Commerce; James S. Alexander, president of National Bank of Commerce; W. A. Harriman, Otto Kahn, B. C. Forbes, of *Forbes Magazine;* Julius H. Barnes and John H. Fahey.

At a banquet in the evening the speakers were: Dr. L. L. Rowe, director general Pan-American Union; Dr. Alfred Reeves, manager, National Automobile Chamber of Commerce; Alva B. Johnson, president, Chamber of Commerce of Philadelphia, and Dr. Charles A. Eaton, of *Leslie's Weekly.*

Quantity or Quality Circulation?

The greater number of newspapers in the advertising of their own product—newspaper space—seem to lay particular stress upon the quantity of their circulation. A very good argument, if a newspaper's circulation has other things to represent it besides a quantity.

In most instances, however, there is not a word about the quality or buying ability of their circulation; quantity circulation, that is the beginning and the end—the entirety of their argument.

To our mind, mere bulk of circulation is not a good selling argument; quantity in itself means nothing; it is what it represents that counts.

In this connection we wish to make two statements: First, The Chicago Evening Post claims no largest circulation; second, The Chicago Evening Post does claim a class circulation.

By class we do not mean either the ultra rich or the essentially highbrow. By class we do mean people who have the quality habit, whether they are purchasing gladsome raiment or shoestrings or newspapers, and who are financially able to satisfy that habit.

They are sensible, comfortably situated people who appreciate the better things of life; with them quality comes first, and while no one is averse to saving, the price with them is a secondary consideration.

These are the type of customers the high-grade merchant likes to see in his store, their patronage is always welcome.

They are financially able to purchase goods of the better class, and that is the only kind they do purchase.

In figuring the ratio of readers to a newspaper we are extremely modest in our claim of over one hundred thousand daily readers of this class.

The class of advertisers one sees in the columns of The Chicago Evening Post tells the story of our type of readers better than any language of ours.

Think what it would mean to reach one hundred thousand of these people daily with the story of your sales offerings. You can do so only in their favorite paper—

The Chicago Evening Post

One of the Shaffer Group of Newspapers

Eastern Representative:
Kelly-Smith Co., Marbridge Building, New York

Western Representative:
John Glass, Peoples Gas Building, Chicago

Getting Results By Intensive Cultivation

Consistent Use of Dealer-Consumer Mediums Pays the Mutual Truck Co.

By R. R. SHUMAN
President, Shuman Advertising Co., Chicago

EVER since the motor truck became a commercial product, publishers of trade, technical and class papers have insisted, with all earnestness, that the Business Press offered the ideal—because the wasteless—market place, to reach both dealer and consumer.

The dealer publications won their case and are extensively used by the truck manufacturers. The distinctively motor vehicle publications, appealing both to dealers and fleet owners, have been granted a large measure of patronage by the truck makers.

However, so far as the writer knows, there is only one truck manufacturer who has had the courage to limit his advertising to the Business Press; supplemented, of course, by the liberal use of local daily papers for his dealers. For this reason the campaign of the Mutual Truck Company of Sullivan, Ind., has been watched with keen interest, not only by truck-builders, but by the whole advertising fraternity.

The initial campaign included an appropriation of $65,000 for the first year in about sixty-five trade and technical publications, the cream of the heavy-tonnage mediums.

Double spreads and full pages were used in all of these publications except the dailies. The copy consisted largely of an analysis of the "super-specifications" of the Mutual Truck, to prove the right of its builders to their use of the slogan "America's Greatest Truck."

COMPANY SOON OVERSOLD

The result of this campaign was a larger inquiry from responsible business executives than the company was able to supply for some months, resulting in overselling the factory by the end of the fourth month of the campaign.

Inquiries were turned over to the dealers in whose territory they are; making it easy for the dealer to get a start with leading local manufacturers and wholesale merchants, thus paving the way to sales to other prospects.

This was exactly the object aimed at; because the Mutual is a high-priced, heavy-haulage truck; and it was felt that the best way of overcoming the sales resistance of a new truck at a price higher than all but three of the most famous trucks in the country, was to create active interest and inquiry among the country's Captains of Industry and Trade. For it was believed that these were men who were less swayed by popular clamor and less influenced by first cost than the general truck-buying public.

An analysis of the inquiries received shows that the great majority of letters were signed by presidents, general managers or other executives of well-rated concerns.

It was apparent, too, that the oft-repeated headline "Buy One Mutual and put it into your hardest service" struck a responsive chord; for a large number of inquirers expressed their willingness to make this test and seemed eager to know how soon they could get this machine, and where it was for sale in their locality.

It was believed that advertising in the business papers, which executives read as a business duty, would enable Mutual dealers to sell their entire quota without making a single price concession other than the quantity discount. The experience of the Mutual Truck Company confirmed this hypothesis, as far as it was possible to reach conclusions from an output limited by difficulty in securing materials and parts.

Dealers, and especially those in large cities, were the only "sinners" in the matter of trying to hold out for unreasonable concessions and discounts.

FARM JOURNAL CAMPAIGN

Investigations were set in motion, after the first successes, to determine whether a large enough percentage of country platform scales would accommodate a heavy truck with a 150-inch wheelbase, to warrant a farm journal campaign on behalf of the Mutual truck.

Testimony was somewhat conflicting, with the preponderance of evidence pointing to a worth-while demand for 2½ ton pneumatic tire trucks from large farmers, gardeners and dairymen and from smaller operators who combine a trucking business with their farming operations.

This conclusion will probably be crystallized into a farm, stock-raising, dairy and produce journal campaign, starting with the "zone" papers in territories in which dealers or branch houses have been established. This advertising will be done over the names of the general and local distributors in the zones covered by the publications.

Similarly, local newspapers are to be used during the coming campaign, the advertising to be run for the dealers on a predetermined allowance of a certain advertising fund per truck bought or contracted for.

Thus, the distinctive feature of the entire Mutual campaign is that of intensive cultivation of specific fields, industrial, vocational and geographical, each piece of copy talking to a specific audience in the language of its own problems.

L. V. Rodda With "American Farming"

Louis V. Rodda, for the past five years circulation manager of *Farm & Fireside*, is now in charge of circulation of *American Farming*, Chicago.

T. M. Cleland Plant Sold

The printing business of T. M. Cleland, New York, has been purchased by the Redfield-Kendrick-Odell Company. It is Mr. Cleland's intention to engage exclusively in decorative work and designing.

Piggly-Wiggly Sales

Gross sales reported by Piggly-Wiggly Stores, Inc., for the month of September were $3,203,958 on an average operation of 305 stores. Sales for the three months ended September 30 amounted to $9,301,935, an increase of $2,290,163 over the June quarter.

Tokio Publisher Dies

Shuroku Kuroiwa, editor and proprietor of the daily newspaper, *Yorodzu Choho*, of Tokio, died there last week. He was 58 years old.

Clock With Stanley E. Gunnison

Herbert W. Clock, formerly with Frank Seaman, Inc., has joined the copy staff of Stanley E. Gunnison, Inc.

Walter B. Snow and Staff Move

The Walter B. Snow and staff agency has moved to 60 High street, Boston, where it is now occupying the entire top floor of the Revere Building.

Chicago—The Central Printing Market



One of the largest and most completely equipped printing plants in the United States

Rogers & Hall Company
Catalog and Publication Printers

Artists · *Engravers* · *Electrotypers*

Specialists in the art of Catalog and Publication Printing for more than thirty years!

A Printer Is as Good as His Equipment *Plus* His Organization

Our Equipment includes the latest and most efficient time-saving machinery—Linotypes, Monotypes, Color and Rotary Presses, Type-casting Machines, and complete facilities for Binding and Mailing.

Our Organization is composed of men and women who are experts in their work, and who are intelligent enough to realize that your interests are as important as their pocketbooks. That guarantees Quality!

Our Plant is in operation day and night 12 months a year—constantly turning out work for firms all over the United States. That guarantees Delivery!

Our up-to-date labor-saving facilities and the efficiency of our management enable us to take advantage of every possible turn of the market and figure closely on materials. That guarantees a Fair Price!

Thus, we are right on **Quality, Delivery** and **Price!**

In addition, we offer you every possible help in obtaining catalog compilers, advertising assistance, editors, copy writers and everything else necessary to the promotion, preparation, printing and mailing of your publication.

Rogers & Hall Company

Catalog and Publication Printers

Polk and La Salle Streets, Chicago

Telephone Wabash 3381

Signs That Point to Good Times

You Can Always Tell When Prosperity Abounds by the Nature and Volume of Advertising

"BILL" WRIGLEY'S arrows have pointed the way for the advancing business hosts, but it is well known that signboards do not prevent people from getting lost. Some don't believe their eyes. Others believe they can find a better way. Still others forget to take notice of the instructions posted.

There may be nothing attractive about the arrow that has done so much to efface from the public mind a face which used to be forced upon it with frequency. There may be no virtue in a mere directional symbol, as against a trademark, or the idiotic grin of a little green wight in a pointed cap, as against a stalwart countenance smiling through a beard. There may be weakness, rather than strength, in claiming nothing more than that "the flavor lasts"; whereas there is undoubted power in the suggestion that an exercise, supposedly contributing enjoyment, as well as exercise for the facial features, also imparts a measure of tone to the system, infuses what is now called "pep," and helps offset the disturbing effects of bad food, partaken of in haste. Nevertheless even those who do not acknowledge a predilection for chewing gum—and few today will admit a weakness for a more comforting chew—know of "Bill" Wrigley and his gum.

INFLUENCING THE PUBLIC

The universal arrow and the persistent antics of the green imps did it. The arrows were everywhere. Then the little green packages bearing the arrows and containing the product to which the arrow pointed came into universal view. Patronage followed as a result of intimate acquaintance with the brand.

It is no disparagement to Mr. Wrigley to say that *enough advertising, of the right kind, will sell almost anything.* Certainly if, as is probably the case, the measure of advertising effort is the measure of determination to move the goods, Wrigley is a shining example of the compulsion that a single will can exert upon the multitude.

Wrigley does not stand alone. There have been hundreds, perhaps thousands, of men and women who have advertised their merry way across the stage, simply by persistent presentation—advertised their wares into people's stomachs, onto their backs, into their homes, their offices, their stores; cradled them in youth, guided their steps through life, entombed their crumbling bones; advertised their goods around the world and advertised the people's pennies, dimes and dollars back into their own pockets. Personalities, products personified, faces familiar at every fireside, what a lot of them there are: Dear Aunt Lydia Pinkham, beloved of her sex; the Smith Brothers, of Poughkeepsie, N. Y.; Lord

Ask

Eastman Kodak

They Know

The

ALL FICTION FIELD

COMPRISING

Adventure
Ainslee's
Argosy-All Story
Detective Story
People's
Short Stories
Smith's
The Popular
Top-Notch

Leverhulm, of Port Sunshine; Sir Thomas, who recently visited these shores; our own Henry—but why continue?

Is it not well among the hardy race of world beaters that advertising is a game never called because of rain? Why, then, the curious reflex that seems to regard advertising as a kind of spindrift on the turbulent sea of success?

SIGNS OF THE TIMES

You can always tell when times are good by the excessive amount of advertising that is being done. But the man familiar with advertising technique, and with its force and effects, often wonders why so few advertisers see that to advertise extensively at such times is to race with the swiftest. If advertising must be sporadic and fitful, why select for periodic outburst those spells of tropic warmth when every other advertiser is doing likewise? Are not the strongest trumps those played after all others are exhausted?

Wrigley, and his kind, have distinguished themselves by not waiting for good advertising weather. They embark upon their own designs at such times and seasons as suit their tastes, and by discounting storms, tide and adverse winds, somehow manage to weather most anything that comes along.

Because of the Food and Drug Act, Coca-Cola may have less power over the addict than it once had. One lacking experience cannot tell, the probabilities being, however, that it never cast the dreadful spell attributed to it by the envious. And yet the fact remains that the business itself, formerly a cherished oasis in the backward barrenness sometimes coldly ascribed to the South, is now beloved of Wall street and rated publicly in millions. "Father John," possibly a benign cleric and possibly a figment created by advertising, did not despair with the enactment of the Eighteenth Amendment, but paces onward his soft-footed way, suavely assuring the feverish and trembling votary that his medicine contains no poison.

There is something amazingly refreshing about the fertility of these old-timers. They are the Lillians whose perpetual youth entrances succeeding generations. But their untiring persistence, their energy, the indomitable will that keeps them everlastingly at it, fair weather and foul, good times and bad, war or no war, League or no Peace, is the marvel that few sufficiently evaluate.

KEEP ON SHOVELING

"Bill" Wrigley, whose forceful personality has been embalmed by an interviewer, was asked the secret of successful advertising. Wrigley admitted he has made mistakes. One of them was when he first went to London. "My posters were too big," he said. "My big advertisements seemed to shock people, and the traders wouldn't believe that I would send them a box of chewing gum free. I had to tone down my advertising and make an offer that a trader would get a box free on condition that he bought a box. That offer succeeded at once."

But upon the main point—his "secret"—he said:

"Tell 'em quick and tell 'em often. Advertising is like running a furnace—you've got to keep on shoveling coal. Once you stop stoking the fire goes out."—Publisher's Observations, in *Automobile Topics*.

Worth-while people buy cameras. Worth-while people read the all fiction magazines. That's why the Eastman Kodak Company tells its story to the million and a half men and women who read the magazines comprising the All Fiction Field.

The
FIELD OF GREATEST YIELD
PUBLISHED BY
Doubleday, Page & Co. The Ridgway Company
The Frank A. Munsey Co. Street & Smith Corporation
MEMBERS A. B. C.

Miller Rubber Account With Van Patten

Van Patten, Inc., has secured the account of the Miller Tire & Rubber Co., Akron, O., and will handle it through the Chicago office.

Mohawk Firms Consolidate

The Mohawk Glove Corporation, Fulton, N. Y., was merged this week with the Mohawk Silk Fabric Company.



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer?

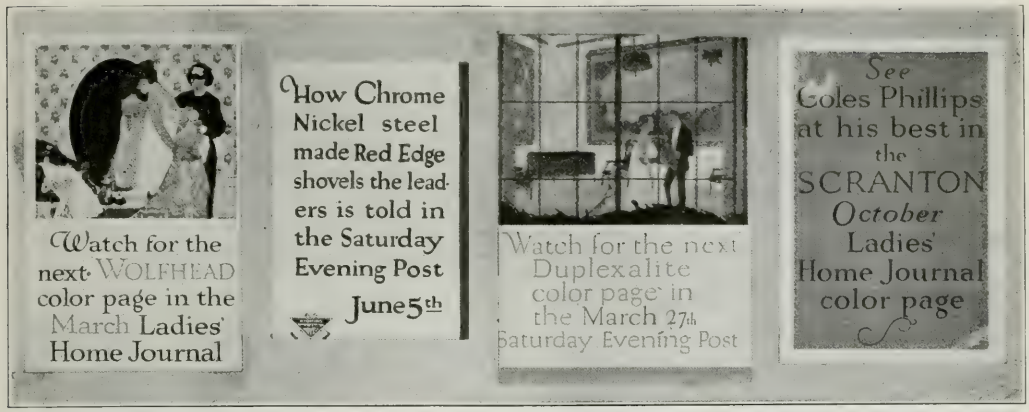
Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois



Some Advertisers "Say It With Stickers"

Examples of How Pasters Can Be Used to Merchandise Your National Campaigns

By E. WALTER OSBORNE

"SAY IT with 'stickers.'"

There's an answer to the problem of merchandising the publications advertising that has been too little considered by the advertising fraternity.

Everyone knows that the thousands of dollars invested in black and white and color pages in the general magazines and the trade journals give the heavy returns that such investments should only when they are thoroughly merchandised out through the trade. The modern advertising manager, or account director is quite aware that his task is not finished when he has laid out effective pages of beautiful illustration and strong copy, placed them with the publications on his schedule and seen them into print, out on the news stands and in the consumers' hands. There is still the dealer to be considered, to be served with a news service of broadsides and reproductions calling attention to the advertiser's efforts in the publications, to be encouraged to tie up with these efforts for the greater glory—and sale—of the product in question.

TO SELLING THE WORKERS

Also, there is the advertiser's salesman and, in fact, everybody in the advertiser's employ to be stimulated, encouraged and taught to recognize the value of the advertising and the sales work it is doing. Sell the worker on your advertising! Teach the salesman to realize on its help! Those are the slogans of the new wielder of the advertising force.

How?

There are many approved methods that have been discussed in ADVERTISING & SELLING before this, and that will be discussed in advertising journals as long as advertising is. Among these, the least remarked, the least written about, the least expensive, the least used, but not, by far, the least effective is the method of the "sticker."

A "sticker" is a poster stamp. It may be of any size to 2½ x 1½ inches or thereabouts. It may be of any degree of elaborateness from a simple scheme of white background with a few lines of black type carrying the message to a work of art reproducing in miniature the color page it refers to. The only essentials are that it have "stickum" on the back and enough type on the front to put across its story—and that it will fit the white space under the signature of a letter written on an ordinary letterhead.

MAKE THEM READ

Its function is to call the attention of the person to whom the letter is addressed to the fact that the user is advertising in such-and-such a publication and to induce him to read that advertisement. Used by the efficient advertiser, the "sticker" goes on every letter sent out of his office—to be seen by the stenographer who sticks it on, by the executive who signs the letter, by the mailing clerk who seals it up, by the adressee who opens it and by everyone else through whose hands it goes. The important requirement is that it go to everyone to whom the advertiser writes a letter, to his salesmanager, salesmen, dealer customers, consumer customers, and to all his trade associates.

The Wyoming Shovel Works, which recently started a national advertising campaign to sell shovels about which everyone is talking, uses these "stickers" by the hundred thousand. Their "sticker" is simply a little white rectangular stamp with a red edge, bearing a legend in black type, with a red initial and a red date line, and a tiny trademark in black and red. The legend merchandising the *Saturday Evening Post* page for September 25, for example, said:

"Learn the only way to tell a good shovel—in the Saturday Evening Post. September 25th."

It was sent out, according to schedule, immediately after the appearance of the August page. It went to everybody to whom the firm had occasion to address a letter. It was seen by everyone in the works who wrote or handled Wyoming let-

ters. It got all of these persons talking Wyoming advertising, impressed all with the prestige and the sales effort of the firm, and insured that most of them would read the September advertisement. Its influence on Wyoming's employes—and especially on Wyoming salesmen, on Wyoming dealers, on everybody with whom the Wyoming Works had business relations was of incalculable value.

OTHER USES FOR "STICKERS"

The agency handling the Wyoming account—Barrows & Richardson of New York—has used these "stickers" on many other of its accounts. The more elaborate "stickers" merchandising Scranton Lace and Wolfhead color pages are shown among the reproductions accompanying this article. Barton, Durstine & Osborn are using "stickers" very effectively in merchandising the advertising of their big national publications and newspaper campaign for McElwain shoes.

"Stickers" may be used for other purposes than merchandising advertising. The writer has before him a color "sticker" received on correspondence from the Standardization Committee of the National Association of Purchasing Agents anouncing that the National Association of Purchasing Agents has adopted the National Standard Catalogue Size in certain dimensions. It makes an attention-compelling postscript that would have been ridiculously irrelevant had it been written in as an actual typed postscript. Advertising for Cinco cigars has been reinforced by correspondence "stickers" that circulate throughout the trade pithy jokes that were tied up with Cinco. A manufacturer who recently had his shipping department disorganized and deliveries held up because he was moving into a new plant used a "sticker" to show disgruntled customers a picture of the new plant, thereby implying, without the disagreeable necessity of pleading his case in so many words, that he had some excuse for poor service and holding forth an attractively put promise of better service than ever when the moving was completed.

Good "stickers" can be turned out at the rate of 5,000 for fifty dollars. Used to merchandise advertising they drive that advertising home into the consciousness of all those who should be interested in the advertising. There is no national campaign that cannot gain in effectiveness through their use. If you want people to read your advertisement and want to tell them to do so in the best way

—say it with "stickers."

Winning Business and Friends Through Tact

Proper Handling of Sales Correspondence Will Win Over Some Very Difficult Customers

By SAUNDERS NORVELL

IT IS hardly necessary to say that letter-writing is an art. Where there is some talent in this line it can be highly developed by practice. A lot of fun can be gotten out of correspondence in business. In these days, in a large business you will probably not meet personally one customer in a thousand, but you will correspond more or less with all of them. Harry Lauder is credited with the statement that the reason for unrest today is because *people are trying to get their happiness outside their work.* When I look back at all the fun I have had corresponding with people I realize that if correspondence is work I have certainly gotten a lot of fun out of my work.

Recently I was talking to one of our salesmen here in the drug business about "selling" letters. He looked at me with a very skeptical expression. He evidently did not believe that a man could be "sold" by correspondence, so I said to him: *"Give me the name of the hardest customer to sell in your territory and I will bet you a hat I can bring him to this office by correspondence and sell him goods."*

"I'm on," he said, and he gave me the name of a druggist in Perth Amboy. Then he told me that this druggist had a grudge against our house—that he had sworn he would never buy from us again—that whenever he called he was treated politely but there was nothing doing in the way of an order.

TRYING THE FIRST CASE

I took the name and address of this druggist and wrote him a letter stating that in looking over our books I had found that in former years he bought from us very largely, but I noticed that he had stopped buying and I asked if he would tell us why.

I also enclosed a large-sized, official-looking, properly-stamped envelope, addressed to myself. (Now right here in passing, let me say that whenever you write to any one and ask for information you should always enclose a stamped, self-addressed envelope. Why should the other man pay for a two-cent stamp, as well as devote his time to answering your foolish questions—do you get it?) Well, in a few days I received a long letter from this Perth Amboy druggist. What he had to say about the way he had been treated by our house was aplenty.

ENJOYMENT

WINNING orders from your hardest prospect and his good will at the same time, by well written letters, after personal salesmanship has failed to move him to action, is no mean accomplishment.

That it can be done and is being done, is shown in this article by Saunders Norvell, acknowledged master-salesman.

Mr. Norvell gets great enjoyment out of all he does—even to the writing of this highly enjoyable and helpful piece of sales "literature." The "fun" he derives from winning hard cases is one of the big incentives stirring him to attain leadership in his busy life.

There is something for all in this fine article.

THE EDITOR.

When I read that letter I knew I had him, because you can put it down as an axiom that *whenever a disgruntled customer answers your letter he will buy from you again* if you handle him tactfully. The hard nut to crack is the fellow who never answers.

In reply to this letter I wrote that I had carefully checked up all of his complaints and that I found in the main he was right (and he was); that I felt that we owed him not only apologies for the manner in which his business had been handled, but that there was also a credit coming to him on several items that had not been allowed.

Then I suggested that as no doubt he came to town every week, I would like to have him drop in to see me. I also suggested that he call just before lunch time so we could go out and have a social bite together.

I received a letter in reply saying that he would be glad to call and talk over matters. In a few days he dropped in and I took him out with our sales manager to luncheon. We went over all of our differences. We fixed them all up.

We made him the necessary credits but *we did not ask for a dollars' worth of business.*

THE ORDER COMES THROUGH

A few days afterwards I found a large envelope lying on my desk. It was a mail order from this druggist for over $1,000 worth of goods.

He wrote a short note saying he would try us once more. You may rest assured we filled that order very carefully indeed. Then I wrote our salesman, asking him to please send me an order for the hat and to call on this merchant and he would receive a regular share of his business.

Once I was sitting at my desk in St. Louis when the late E. C. Simmons stopped and picked up a lot of claim papers on which I was working. A correspondence had been going on for some time and there was quite an accumulation of letters, pro and con.

"So," said Mr. Simmons, "all these weeks you have been corresponding with a customer in East St. Louis. For goodness sake, why don't you get on a street car, go over and see him and settle all this controversy?" I took the hint, I went, I cleaned up the claims and I sold the merchant some goods. *Moral: Letter-writing is all right when you have to write on account of distance, but claim men had better make calls and settle claims personally wherever it is possible.*

One day during the war the head of our sponge department handed me a letter from the War Department asking certain information in regard to sponges. I said to the head of our sponge department at that time: "You probably know as much about sponges as any man in the United States. Now, do not try to sell the Government our sponges but write them a letter and a long letter, *and tell them the exact situation today in the sponge business. Tell them what you know about supplies on hand and about conditions at the fisheries. In other words, write such a letter that when the department in Washington has finished reading it they will know the exact situation.*"

He wrote this letter. It was a good one. He sent it to Washington and in a few days we received a reply asking if the head of our sponge department would come to Washington to see the War Department. He went and they proposed that we buy sponges for them. We agreed to allow the Government to use our Sponge Manager for a small commission on their sponge purchases. Now here is the joke on us in this transaction — Because our sponge manager was buying sponges for the Government on a commission basis for us, *it was not proper for us to sell any goods to the Government out of our own stock.*

So while we cleaned up the stocks

WHAT DOES "JOBBER INFLUENCE" OF A NEWSPAPER MEAN?



Third of Continent Traveled by Indianapolis *Auto Accessory* Salesmen

Indianapolis is one of the largest distributing centers for automotive accessories in the world. Salesmen from the eight larger houses in this city sell $17,000,000 of merchandise in eighteen states. The buyers in these houses in Indianapolis stock merchandise with which they are familiar. A careful census showed that every buyer of automobile accessories in Indianapolis is a regular reader of The News. The Indianapolis News is almost a *national* advertising medium. Through its jobber influence it brings sales results far beyond its rather limited circulation radius.

Send for booklet—"Seven Studies in Distribution"

The Indianapolis News

First in America in National Advertising 6 Days a Week

New York Office
DAN A. CARROLL
Tribune Building

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg.

USE NEWSPAPERS ON A THREE-YEAR BASIS

of all of our competitors in the sponge line for Uncle Sam—our sponge buyer had to buy from them—our man could not buy a single pound of sponges from his own house. But let us give credit where credit is due—our sponge man's splendid letter on the condition of the sponge industry led to our becoming, through him, the purchaser for the Government of sponges.

The main thing, of course, in letter-writing is to get your facts straight.

LOOKING IN THE RIGHT DIRECTION

The next thing is to try to put yourself in the other man's place and give him the kind of letter he wants. Anybody with any experience whatever in letter-writing can tell by the letter he is answering a great deal about the person he is corresponding with. If you have a letter from some department of a large corporation written very tersely and very much to the point, answer in the same manner. Large corporations as a rule have not much time for personalities. They resent such injections into a letter. On the other hand, if you have a long, friendly letter from some dealer who has probably bought from your house for twenty-five or thirty years, write him in the same vein in which he writes you, but above all things let me repeat—*first investigate carefully and get your facts straight before answering.*

Then write your letter in just as simple, lucid and direct a manner as possible. Do not try to make your letters too short. Some correspondents have an idea that a very short letter that makes it necessary for your correspondents to guess what you are trying to say is a very businesslike style of correspondence. Tell your full story; then stop.

Recently I asked a man to write to a manufacturing concern which had done a great deal of war business, inquiring if it could manufacture a certain kind of brass can top for us. In its answer this concern went on to explain that it had referred our letter to the head of its machinery department and it had no machines on hand for sale for the manufacture of these tops. I asked our correspondent to show me his letter and I was not surprised after reading his letter that the concern did not know whether he wanted to buy can tops or machines for manufacturing can tops. In other words, he was not clear nor definite.

I remember years ago, according to custom, we billed a retail merchant so many pounds of sheet copper and then so many tinnings at 20c per tinning. Now it was the custom in those days, *while the tinning was on the copper,* to charge the tinning separately. Do you understand? One side of the copper was tinned. This new dealer wrote a letter saying: "I have checked up my new stock order and everything is O. K. except I am short all those tinnings." This letter fell into the hands of a new clerk in the business and he wrote back: "Have you carefully looked into the boxes and the straw for the tinnings, as our packer says that he packed them carefully and he knows they were in the box?"

After these two had exchanged a number of letters on the subject of these tinnings and were getting nowhere and the customer had threatened not to buy any more goods from us unless we credited his account, the correspondence happened to be passed to me and I had a hard time convincing the customer that we should charge him for the copper and also charge him because the copper was tinned.

I also remember where a customer received a front door lock and wrote that this lock was a right-hand lock while his door was left-hand, and please to send a "left-hand" by express. One of our bright young men wrote to him and said we could not fill his order for the "left-hand" unless he would send us the "left-hand" as a sample so we would be sure the lock would fit! Well! We certainly did receive a warm letter from that customer in reply, as he wished the lock for the front door of his new store.

STUDY HANDWRITING

Then the handwriting of a correspondent tells us a great deal. Some people say there is nothing in the idea of judging character by the handwriting. They are certainly mistaken. Of course, judging a person by the hand writing is not infallible, but let me tell you just a few rules to follow. People who are stingy and close almost invariably write small hands. People who are generous as a rule write large hands.

When a person starts a word and writes the letters carefully and then at the end of the word tapers off into just a waving line, that person is usually careless about details *and does not finish his work well.*

People who write an even, steady hand, letters all about the same size, and written regularly, usually have very even, well-balanced dispositions. Almost every person who uses a lot of fancy curlicues in writing is vain.

Natures that sign letters with a scroll under the signature as a rule are proud and formal. Experts at handwriting can invariably tell when a correspondent has been trained as a bookkeeper and if they have had this training usually they are very careful and thorough in what they do, even if sometimes they devote too much time to small details. They usually get their facts straight.

I had an experience once in connection with handwriting that is rather interesting. At that time I handled all applications for positions from salesmen. A letter came in one day in a very peculiar handwriting. I had had the same stenographer for a number of years and she often laughed at me because I claimed I could judge people by their hand writing. I picked up this letter and as I dictated the reply I said to my stenographer: "The author of that letter is suffering from a severe nervous disorder." She just laughed. In a few days we reecived a letter from the wife of the author of the letter. She requested us not to pay any attention to any future letters that might come from her husband as he was confined in an insane asylum!

When as a sales manager I was handling three hundred traveling salesmen, I had to write a great many letters. I wished to keep in close personal touch with our salesmen.

I wanted each one to feel that every day I had my eye on him and on his work. Every month I wrote each salesman a letter about his monthly record. Every three months I wrote him about his total for the quarter. Every six months I wrote him on his six months' record. As the majority of our salesmen only returned home once a year, most of our contact was by correspondence.

Now I wish to tell you a secret. Each one of my letters was a personal letter to each salesman, but in order to save time and work I wrote a number of different paragraphs. Each of these paragraphs was numbered. For instance, paragraph number one would compliment the salesman on the increase in his sales. Paragraph number two would criticize him because his business had fallen off, etc. I had all these various paragraphs pasted on a large sheet of heavy paper, but those I used most I put at the upper part of the sheet in the most convenient place.

Then when I dictated to my stenographer with the salesman's report in front of me, instead of dictating each paragraph over and over I simply dictated the numbers. As an example, my dictation would sound like this: "William Jones—2-7-6-5-13" and then I would dictate a personal

(*Continued on page* 38)

EXPORT ADVERTISING and SELLING

A Department of Foreign Trade Extension Service
Under the Direction of
CYRIL H. TRIBE

A New Dawn Breaks for Far Eastern Trade

Militaristic Policies in Japan; Good Will of China; Export Power of Siberia Outstanding Factors

By THOMAS W. LAMONT
of J. P. Morgan & Company

THE OPPORTUNITY to write or talk on the trade and investment possibilities of the Far East must always come as a welcome one to a man who has had the privilege of going out there and examining at first hand that splendidly fertile field that awaits our tilling. To such a man there is every incentive to use that opportunity to impress strongly upon his fellow business men that there is a region which, if properly developed and encouraged by American business men and investors, bids fair for the long future to be the greatest foreign outlet in the world for American manufacture and enterprise.

MUST CONSIDER ALL ORIENT

Upon turning about, for a change, and facing the Pacific, instead of the Atlantic, we must not look at one country or one region if we wish to understand properly the problems that will await us if we accept the invitation to cross over to the other side; or to estimate correctly the dividends that our venture to the opposite shore will pay. We cannot properly consider one region or country of the Orient without considering them all. We make the error of visiting China alone, or Japan alone, and then of thinking we understand the whole Far Eastern situation, its problems and the solution of them. This is a great mistake. I found that to understand Japan I had to visit China. I learned, after being in China, that to gain its viewpoint I must again visit Japan.

The first step toward building up American trade in the Far East is to secure an adequate understanding of the various peoples over there. What are their modes of life, their habits of mind, their ambitions, their ideals, if you please?

Let us take China first. I never imagined—until I went out there—a region calling for the products of American industry so strongly as China will call in the next twenty years. Think of the potential demand for railroad materials alone. A great system of railways must be built there, and its inception should not be long delayed. Those railways will require a fair share of American steel, of American bridges, of American equipment.

NEED FOR BACKGROUND

The country calls for electrical equipment—for all the multitudinous forms of farming implements required in that intensely agricultural land, now cultivating with the rude implements of long ago. China will demand cotton mill machinery on a great scale, and machine-making tools. Then it will require quantities of mining machinery, both for the baser and the precious metals. Finally, these four hundred millions of kindly, honest and highly intelligent people will require, on a prodigious scale, the many domestic appurtenances that American ingenuity has evolved. Don't forget, too, that to keep four hundred million people supplied with moving picture shows will be quite a task, even for Americans.

But mere knowledge of the existence of all these needs isn't enough to make us competent to supply them; neither is the mere accumulation of data as to where to ship, by what routes to ship, how to pack, and through what agencies and in what mediums to advertise—though all that is, of course, highly important. Further than that the American business man who would grasp surely and securely the business opportunities which China is offering and will offer must have some background of economic and political knowledge regarding China to complete his understanding of the present and his prescience of the future.

There must be some meaning for

Mr. Lamont's Message

HIS splendid service in behalf of the Four-Power Chinese Consortium which will bring to the Far Eastern republic financial resources that are essential to its development, that will open its markets and multiply its buying power, have made Thomas W. Lamont probably more familiar than any other living American with the underlying conditions which shape the individual and national commercial policies of our Oriental customers. In this article he discusses these conditions and their inevitable effect on our trade with China, Japan and Siberia.

If we pick as our representatives in the Far East "men who, in thought and action, show themselves typical of the best that there is in American generosity of spirit, of courage, and of kindliness"; if we take pains to gain an intelligent understanding of these peoples whom we approach as prospects; if, in our dealings with them, we adhere steadfastly to the policy of the "square deal" we can place America first in the commerce of the Far East.

That is Mr. Lamont's message to the manufacturers of America delivered through ADVERTISING & SELLING.



THOMAS W. LAMONT

him in that Chinese civilization which has been carried on for thousands of years by a people, now four hundred million strong, whose life has been marked by intense industry, by frugality, by intelligence, by love of peace—and at the same time by a religion of fatalism that has had a deadening effect upon the whole race. He must be able to see with understanding the slow awakening of this ancestor-worshiping China, yesterday despised for its lack of progress in material ways by nations who expressed their contempt by boldly appropriating, as if by right, the political dominion of certain portions of China and setting up those baneful "spheres of influence," today rubbing its eyes and opening them to new visions, developing a strong spirit of nationality, and, despite sporadic disorder and occasional setbacks, marching toward stable republican government.

Gradually the European nations have come to realize that the policy of warship and "grab" in China is outworn, that John Hay's policy of the "Open Door" is the right one, and that they can best serve the interests of their own nations, to say nothing of China's, by stopping the race for concessions and adopting plans of co-operation.

The clearest and most recent tangible evidence of all this is in the formation of the New Consortium for the assistance of China. It was to endeavor to complete this plan of co-operative effort for China that I was asked to visit the Far East last winter. Japan had, for a time, declared that the Chinese provinces of Manchuria and Mongolia should be reserved from the operations of the Consortium, which was almost tantamount to slamming shut that open door of John Hay's. So, to speak in a personal vein, I was asked by the American, British and French banking groups to go out and try to untie the knot. After a long and arduous negotiation, we came to terms, and the Japanese with great wisdom and foresight withdrew their reservations. The New Consortium of the participating bankers of the United States, Great Britain, France and Japan will thus be formed on the American basis of a free and full partnership, and the results should be of permanent advantage, both in stabilizing economic and financial conditions in China, and in making that land a more attractive field for American trade and investment.

We are in a fortunate position with regard to the cultivation of that field in that, in China's march forward, she is looking to America for her guide, her counsellor and her friend. This is due to several circumstances —the renunciation for almost twenty years of our share in the Boxer indemnity, the fact that we have never sought to exploit China nor dominate any part of her territory, and the work of our philanthropists and our philanthropic organizations which, while other nations have been making profits from their trade with China, have been pouring millions of dollars into the activities of our medical missionaries and the improvement of sanitary conditions in China.

The Chinese are intensely human. Of course they appreciate such a spirit of sympathy as has been shown by America. Of course they give us their confidence. Of course, this confidence is a business asset to America. Of course this confidence should never be abused.

MILITARISM IN JAPAN

Let us turn to Japan, keeping in mind all that we know of China—for, as I have said, we must co-ordinate our knowledge of both countries to interpret adequately either.

It is difficult to discuss the future trade and financial relations of the United States and Japan without considering the political relations. Japan is commercially today under a handicap which I should hardly attempt to analyze if it had not been done for me by the Japanese people themselves. This handicap is the policy of the Military Party, which, of recent years, has been so strong as almost to constitute an actual supergovernment. The militarists show, by their actions, that they still think that the world is ruled by force. They believe in a mighty army and navy. They are sincerely convinced that Japan's safety and future lie in having a dominating influence on the continent of Asia. In pursuance of this policy their efforts in China and Siberia have placed the Japanese people under a heavy tax burden. But they have done more than that: they

have prejudiced Japan in the eyes of the business men of other nations in whose power it lies to supply Japan's many needs.

Japan would welcome American capital on a large scale to develop her industries. She has a limited supply of coal and is anxious to develop her water powers on a grand scale. She feels sorely the need of building good roads and of constructing new trolley lines. The United States will, as times go on, be in a position to supply a good part of this demand. Our manufacturers can supply much of the machinery and equipment that are needed. Our investment community can supply much of the capital. But at the present time the apparent policy of Japan's Military Party will prevent any such American co-operation on a grand scale. We shall continue to buy Japan's silks and trade with her along ordinary lines, but we shall hardly be encouraged to accept her invitation to co-operate actively in the development of her enterprises until we feel that her Military Party is not going to bring her into additional financial distress. Japan just now cannot afford an ambitious over-sea policy of expansion. Her business men—who believe as we do here in America, that a nation's development, to be sound and sure, must be along peaceful lines of trade and the cultivation of good will—realize this and they are urging the Military Party to be guided by more conservative counsels.

Incidentally, I want to attack the charge that Japanese men of business are sharp and untrustworthy. It is not so. The Japanese business men are not as frank as we are. They want to be, but they don't know how. For generations they have been taught reserve. It is bred in the bone and in the flesh. But I want no more honest man to deal with than the Japanese business man. As far as he alone is concerned the American can well afford to trust him and to enter into important relations with him.

THE SIBERIAN MARKET

I have not spoken of Siberia. I did not get into Siberia when I was in Asia last winter, but at Mukden in Manchuria on my way out of China I was met by John F. Stevens, the eminent American railway engineer, who did such a wonderful piece of war work in Siberia and along the line of the Chinese Eastern Railway.

What he said to me was this: "Mr. Lamont, I have come down from Harbin, a journey of 700 miles here and return, just to spend an hour with you and give you a message to the business men of the United States. That message is that they must never rest content until in Siberia the door of opportunity is surely kept open, so as to give a free and equal trade opportunity to America and to all the other nations; so as to assist in the development of that wonderful region."

He who had been working in that region steadily for three years, as you know, described to me in sober, restrained language its great resources as an agricultural, a timber and a mining region. "Siberia," he said, "is one of the great granaries of the world. It has for export great quantities of wheat; hundreds of carloads of hides are waiting means of export," Stevens declared. The forests are of immense variety and value. With exportable products that can be made available on such a grand scale, it is manifest that, in order to produce these commodities, the very things that Siberia requires are best made in America—harvesting machinery, mowers, reapers, tractors—and then more tractors.

To be sure the Soviets have gained

(*Continued on page* 40)

No. 3 of a Series on Personnel



C. C. KLEBER
Secretary and Director of Distribution

MR. KLEBER was selected by Harry Levey to evolve a system of distribution for the showing of Industrial-Educational films on the regular programs of theatres throughout the country.

The completion of this work marked an important milestone in the progress of the Industrial-Educational film business and made it the efficient medium it is today. Later this distribution system was developed to the point where it is possible to show the film over the entire country in one week in territories selected by the client. Under Mr. Levey's direction, Mr. Kleber successfully directed the distribution of the justly famous film, "Careless America," for the Firestone Tire and Rubber Company which was exhibited throughout the entire United States.

In his capacity as Director of Distribution, Mr. Kleber has made many trips across the country studying conditions and gathering statistics on distribution. He has compiled a mass of data on the subject which is at the disposal of the clients of the HARRY LEVEY SERVICE CORPORATION, and it is experience and information such as his that make Truth Productions so valuable to modern day business.

HARRY LEVEY
SERVICE CORPORATION
Producers and Distributors of Industrial Educational Films
NEW YORK CITY
Temporary Offices: 1662 Broadway
Studios: 230-232 West 38th Street

Helping Our Export Trade to Grow

How the Work of the Department of Commerce Can Benefit All Who Seek Profitable Foreign Business

By J. W. ALEXANDER
Secretary of Commerce of the United States

MEN GO into business to make money. In connection with almost every new enterprise the promoters endeavor to convince prospective investors that there is money in it. Without profit as the goal there would be very little incentive to invest money. So in speaking of foreign trade as a national asset of the United States, we shall first of all examine the records and see for ourselves if the effort is worth the result. These are days of big money. We speak of millions today, where yesterday, thousands would attract attention.

What do the official statistics disclose? Simply this: during the fiscal year ending June 30, 1920, American goods were shipped abroad to the value of $8,111,000,000; $2,364,000,000 was our total in 1914. Is not this a very satisfying sum of money when it is realized that but a few years ago export trade received very little consideration from the average American business man. Export trade of such an extent is an entirely new sensation to American business.

How many men, how many factories, how many acres of land were employed to produce what the fiscal year total represents? What would happen to these same men, factories and farms were this business suddenly taken away?

RELATED TO GENERAL WELFARE

Up to the present time the average producer, little or big, has not appreciated the true relation of foreign trade to the welfare of the country as a whole, has not realized how he personally would be affected should the avenues of export be lost through neglect or the better selling organization of a competitor.

Now, however, I feel convinced that America is waking up. I am influenced in this decision by the changed tone and character of the trade inquiries reaching the Department of Commerce. Where formerly most of the requests for information came from seaboard cities, and from established export houses in those cities, we now are receiving inquiries from far interior points; serious foreign-trade inquiries from manufacturers who but a few years ago would not be induced to consider, much less enter, export trade with any kind of persuasive argument. I think this means that the lessons of the war have been forced home—that the whole business community is now beginning to view foreign trade in its true light. Business men individually are just beginning to realize the stabilizing qualities of well-established foreign outlets. It required the cyclonic effects of the war to turn the trick, to make men realize that properly cared for foreign markets provide the one certain insurance against complete disaster at home. In different countries the climate varies, so does the demand for goods. It is extremely unlikely that business will be at a standstill all over the world at the same time under normal conditions. If trade is bad in one section of the world, it may be brisk in another. Consequently the American manufacturer with well-established trade connections in the important markets of the world can look with complacency upon periods of dullness at home. He can keep his plant going and his men employed, for if he has given proper attention to his export department, certainly somewhere in this great world there will be traders in need of his wares.

The existing uncertainty in domestic trading circles has helped to open the eyes of business men to the virtues of export trade. For the first time in many years have we witnessed the practical closing down of certain industries. It is said that this condition is due mainly to lack of confidence in the stability of prevailing prices, which is doubtless true. It is also said that this is only a temporary condition which will soon blow over. Be the cause what it may, it certainly is true that business has been slack in this country, especially in certain lines, for some time. On the other hand, foreign trade has not fallen off in proportion. July exports were valued at $654,000,000 against $631,000,000 in June of this year, and $569,000,000 in July of last year. Exports for the seven months' period ending with July amounted to $4,902,000,000, an increase of six per cent over the exports of $4,626,000,000 in the first seven months of last year.

During August both imports and exports decreased somewhat, but this has been expected for a long time and on the whole is not considered a bad sign. Despite the decline, our excess of exports over imports during the month was $65,000,000.

OUR EXPORT BULK GROWING

Of course, it is realized that the purchasing power of money has decreased and that increased valuation in exports may not necessarily imply greater export quantities. Nevertheless, in speaking in dollars, and I think it is those same dollars which interest the average man of business, exports have increased, and more money, or the equivalent of money, has flowed into the pockets of the exporting element of American business.

Considering the appropriations made available to the Department of Commerce for export trade promotion work, I feel very proud of the achievements of the Bureau of Foreign and Domestic Commerce. Un-

World's Doors Open to American Goods

When the wartime buying fever abated American manufacturers were strongly entrenched abroad. Each branch thus established becomes the base of further extension into adjacent territories to be won in the future. It is not too late for American manufacturers to follow through the goods they know were sold abroad.

It is true that the big opportunity has passed; that what might be termed the "bonus day" is gone, but markets are still open—the advertising has been done.

This is the idea to be thought over carefully now AND ACTED UPON.

The premium to be paid for foreign trade success now is low compared with what it will be in future years.

der many handicaps, constantly harassed by lack of funds, it has pushed ahead in a determined fashion. I do not mean to even imply that the Bureau of Foreign and Domestic Commerce is not now an effective going organization because of lack of funds, for it is really a smooth-running, result-getting machine at this very moment. I simply wish to emphasize the fact that I do not believe sufficient importance has been attached to foreign trade as a national asset by some members of Congress. It is true, however, that members of Congress from interior points, like the manufacturers and farmers in the same districts, are beginning to look upon foreign trade in its proper light, and in coming years the American business man and the producers of wheat, corn, tobacco, cotton, live stock and the hundreds of other products of the soil and factory which go to make up our export total, will doubtless have little complaint because of lack of money with which to collect the information necessary in competing with the more experienced traders of other countries.

As the Bureau of Foreign and Domestic Commerce is the fountainhead of official foreign-trade information in this country, we might cover its organization briefly. The Bureau got its start in 1912. It was a very insignificant little government Bureau at that time, with few clerks and no foreign representatives of its own. Practically all of the incoming requests for information were handled in one small division and by one man. In addition to the trade inquiries, it was this man's duty to take care of practically all of the general correspondence of the Bureau.

Today, the trade inquiries alone are handled by special geographical divisions manned by trade specialists, most of whom have seen active service in the countries which their divisions cover. There is a Latin-American Division, a Far-Eastern Division, a Near-Eastern Division, a European Division and a Russian Section. Then there is a Foreign Service Division which looks after the work of the commercial attaches and trade commissioners, exclusive commercial representatives, whose sole purpose is to promote trade and protect American commercial interests in foreign lands, with no extraneous duties to perform. Then there is a very important division of Foreign Tariffs. This division keeps track of changes in the customs laws of foreign countries, looks after commercial treaties, infringements on American trade marks and other important associated subjects.

Another unit, the Division of District Offices, supervises the work of the Bureau's field offices in the United States. These offices are direct branches of the Bureau. They were established to give better and prompter service to business. Including the co-operative offices maintained with important chambers of commerce, there are seventeen of these branches in operation at this time. Still another important division is the Division of Statistics. This is the division which compiles the import and export statistics, informing the business man how our trade is progressing. Another division is the Editorial Division. It is here that the "Commerce Reports" are prepared for publication. This is the Bureau's daily publication and in it appears the cream of the information submitted by several hundred American consular officers, the direct commercial statements sent in by the Bureau's own exclusive trade representatives, etc. This division also edits the many special reports which are prepared for the benefit of American foreign traders. Reports which discuss markets for boots and shoes, cotton goods, motor cars, hardware,

In Greater Kansas City there are

99,499 Families

(Estimated on Basis of 1920 Census)

In Greater Kansas City The Star has

111,530 Subscribers

(Exact City Carrier Circulation Evening, Sept. 30, 1920)

This does not take into account street sales, counter sales or news-stand circulation—nothing but the papers that are delivered to the homes of Kansas City people by the Star's exclusive carriers.

In addition The Star has a suburban circulation of 21,431 subscribers and an out-of-town circulation of 70,602 subscribers.

Street sales, 11,962 copies.

THE KANSAS CITY STAR

Average Net Paid Circulation during September:

MORNING	EVENING	SUNDAY
210,019	214,111	213,748

Chicago Office
1418 Century Building

New York Office
2 Rector Street

and other specific trade classifications. These reports tell the manufacturer about everything he need know in approaching a certain market. They tell him how he should go about interesting the trade, how credit reports can be secured on local firms, how the goods should be packed for shipment to that country, etc. They are sold at the cost of printing and paper.

The foregoing does not begin to describe the work of the Bureau of Foreign and Domestic Commerce or explain its trade-promoting facilities. It would require pages to do this in any detail. Suffice to say, however, that a very effective foreign-trade promoting organization is now in existence; that the service is at the disposal of every American business man and that cordial intelligent treatment is assured all inquirers. If you are not now engaged in selling abroad, I would urge that you give serious consideration to the subject at the earliest opportunity. At least investigate foreign sales possibilities while the opportunity is still present. You can do it at practically no expense if you will call upon the Bureau of Foreign and Domestic Commerce or its nearest district or co-operative office.

NEXT WEEK'S FOREIGN TRADE ARTICLES

Next week's issue of Advertising & Selling will carry articles on Foreign Trade, discussing our Export problems from the standpoint of the advertising and selling departments, by Allen Walker, Manager of the Foreign Trade Department of the Guaranty Trust Company, of New York, and Clayton Sedgwick Cooper, whose subject will be "Selling in South America."

These are but two of many excellent articles of this nature which will appear in the near future in Advertising & Selling and which are deserving of the closest attention of all American business concerns desiring to establish or increase Foreign Trade.

Michigan, Capital of the Motor World

The Wolverine State Has Become a Splendid Market Because of Its Industrial Prosperity

ASK any man what he knows about Michigan and the first things that pop into his head and into his speech are quite certain to be automobiles, Henry Ford, Grand Rapids furniture and the rhythm of "Kalamazoo, direct to you." He may add something about the "Soo" even if he confuses it with "zoo."

That, though somewhat sketchy, furnishes a pretty good start toward getting a slant on the actualities and the potentialities of the Michigan market. Those are the things for which Michigan is famous in the mind of the layman. But if you want to talk of the Michigan market you'll have to expand those leads a little and get down to brass tacks on points that classify themselves under the heads of Agriculture, Industry, Mining, Transportation, Buying Power, Advertising Mediums, etc.

RICH IN INDUSTRIES

Michigan, with its 57,430 square miles of territory, its 1,600 miles of coast line, its nearly three and a quarter million population and its 629 advertising mediums in the shape of newspapers and periodicals, is a pretty big proposition to be covered by any such formula or symbolized by automobiles, or furniture, or even Henry Ford.

Jutting up out of Indiana and Ohio, past Lake Erie into Lakes Huron and Michigan, Michi Gama, the state of great water, ranks high among the states of the Union as a producer of goods and as a consumer of goods. All of its chief cities, Detroit, Grand Rapids, Saginaw, Kalamazoo, Battle Creek, Port Huron, Jackson, Lansing, Flint, Muskegon, Ann Arbor, Adrian, Bay City, Pontiac, Wyandotte, Traverse City, Calumet, Marquette, Ishpeming, Saulte Ste. Marie and Alpena are not only rich markets in themselves but, in most cases, serve a rich industrial or agricultural trade territory impinging upon them. Automobiles and allied manufactures in the southeast, furniture in the west, lumber and ore in the north and the products of the soil and of the dairy in the central and southern territory have made its people prosperous and able to respond readily to the buying incentive put before them by national advertising.

Examine some of these resources. Michigan, for example, is rich in minerals, especially copper and iron. By far the most important copper mines in the country and what is claimed to be the largest iron mine in the world are to be found in the northern peninsula. The state produced 164,344,058 pounds of copper in 1914 and 10,796,200 tons of iron, and 11,670,976 barrels of salt in the same year. The salt industry centers around the Saginaw river and the mouth of the Manistee, although it exists also around Detroit.

THE LUMBER INDUSTRIES

East Saginaw is the center of Michigan's great lumber industry. The 1916 Michigan timber cut was about one and a quarter billion feet, but this industry is falling off through the reduction of forest areas. At the same time, the manufacture of lumber into furniture and wooden ware, with which the names of Grand Rapids, Bay City, Saginaw and other big Michigan cities are associated, shows no decline.

Among Michigan's leading manufactured products are iron, lumber, salt, paper, woodenware, furniture, farm implements, leather, cotton and woollen goods. The fishing industry in the state, which keeps nearly 7,000 men employed, has an annual productive value of nearly $2,000,000.

Agriculturally, Michigan is excelled by few states. In the west and southwest is the great fruit belt. Beans, winter wheat, oats and potatoes are abundant and corn and other cereals are largely grown. In bean production Michigan is exceeded only by California. Dairy products are valuable. Michigan holds second place among the states in the production of beet sugar, producing in 1918 132,092 tons. Apples are

an important crop, the 1918 yield amounting to 10,966,000 bushels. The 1918 wool clip from Michigan's more than 2,000,000 sheep was 8,765,000 pounds.

The great industrial headquarters of eastern Michigan and the chief port for the state is, of course, Detroit.

THE NEW DETROIT

Between 1910 and 1920 the population within Detroit city limits increased from 465,766 to 1,088,853, and it rose in rank from ninth to fourth place. During the decade it passed St. Louis, Boston, Cleveland, Baltimore and Pittsburgh. During the decade, also, it rose to fourth place in the value of its manufactured products, and in the last three years it has been third in the value of building construction, being excelled in this respect only by New York and Chicago.

The modern development of Detroit has depended more upon its manufacturing industries than upon all other causes combined. These have been fostered by the advantages for water transportation, which the city possesses by reason of its position on the strait connecting the Lower and Upper Lakes, and by equally good facilities for carriage by rail. Detroit is both a terminal and a crossing point for the two great Michigan railway systems that reach a large proportion of the cities and villages of the state. It is a convenient point on the great trunk lines between the East and the West. It has excellent connections with the coal fields of Ohio and West Virginia and with the whole Southwest. It is a terminal point of the two great Canadian systems which reach every important place in the Dominion. One belt line reaches all the manufacturing districts in the older portion of the city, and another encircles the whole city, crossing all the entering railroad lines. The city has had, in recent years, the added advantages of a wide range of manufactures which are helpful to each other, a good home market, a large amount of accumulated capital, ample banking facilities and unusually good labor conditions.

AUTOMOBILES TO THE FORE

Detroit has been a pioneer in several branches of manufacture. It possessed the first blast furnace west of Pittsburgh. The first iron rails for steam roads made in the West were rolled in neighboring Wyandotte. The first Bessemer steel made in this country was cast at the same plant in Wyandotte. The first Pullman cars were built in this city, and for many years there were more freight cars built in Detroit than in any other city in the country. For nearly forty years it produced more stoves than any other center of that industry and still shares with St. Louis the leadership in that line. It is first, or very near the front, in the manufacture of adding machines, aluminum castings, brass products, pharmaceutical preparations, and soda ash and kindred alkalis. With its numerous specialties it has also a wide range of minor industries.

Detroit, for three or four decades, kept about even pace with the other progressive lake cities, a little behind Buffalo and Cleveland and a little ahead of Milwaukee. The accelerated growth which put this city far ahead of its lake rivals came from the marvelous development of the automobile industry, in which Detroit has, from the very outset, been at the front.

Commencing here in 1899, the making of automobiles was first recognized by the Government as a separate industry in the census tables in 1904. Detroit was then represented by nineteen establishments either assembling cars or making automobile



New Detroit Edison Building

Caring for Detroit Electrically

WHEN the last brick is laid, and the last drop of varnish goes on the woodwork, The Detroit Edison Company will move into this new building, as an office, thus providing for the future growth of the city electrically. Detroit is always on the move, looking ahead and making plans therefor.

Those who come here to do business know that they must keep pace with the city's progress. They know that oftentimes plans for the morrow must be suddenly altered due to a quick shifting of conditions in America's Fourth City.

Discriminating merchants, manufacturers and business men are using the columns of The Detroit Free Press to keep their finger on the buying pulse of this great community. Most closely identified with all that's worth while in Detroit, having an audience that is not distracted by any other medium at time of publication, and offering the most and the best in the way of clean, sane news and editorials, the columns of this newspaper offer any advertiser maximum efficiency at a minimum of cost.

The Detroit Free Press

"Advertised By Its Achievements"

Foreign Representatives: VERREE & CONKLIN, Inc.

NEW YORK CHICAGO DETROIT

parts and accessories. Their capital was $3,447,000; wage earners employed, 2,191; value of product, $6,240,000. Five years later the Government report showed sixty-eight establishments, 17,437 employes and a product valued at $59,536,000. This was considered rapid growth, but the next year witnessed the organization of several new companies and immense additions to old plants. The gains of the industry since then have been marvelous. In 1915 the number of employes in the automobile factories was 81,700, the number of cars put out 455,000, and the value of the product $374,000,000. In 1919 there were twenty-three factories assembling automobiles and 132 whose sole or principal business was the making of auto parts or accessories. They employed together about 140,000 persons in factory and office, and put out 1,100,000 cars valued at $888,000,000. Of the cars 790,000 were Ford's, which are mostly low-priced cars. The Ford Motor Company has frequently had over 50,000 men on its payroll, the Packard and Dodge Brothers plants 16,000 each, and several others over 5,000.

This industry has brought Detroit into intimate relations with three other cities of Eastern Michigan which have shared in the automobile development. Pontiac, twenty-five miles from Detroit, has developed the General Motors truck and the Oakland car. Lansing, eighty-four miles distant, has the Oldsmobile and the Reo. Flint, sixty-five miles northwest of Detroit, was the original home of the General Motors, and has the Buick and Chevrolet plants. This thriving city increased in population from 38,550 in 1910 to 91,600 in 1920, a gain of 137 per cent.

The field for Detroit's wholesale trade is somewhat circumscribed. It is cut off on the east by the Canadian tariffs, and to the west and south there is competition from Chicago and Cleveland. Its aggregate is not large, compared with other cities of the same class. Its situation as respects retail trade is, however, excellent. The Detroit United Railway, which operates over 300 miles of track within the city limits, also has more than 600 miles of interurban track radiating from the city in all directions. It has package and express freight, as well as passenger service, and makes Detroit a convenient trading center for the territory within seventy-five miles of the city. The population of Wayne County, including Detroit, is 1,180,000. That of the other counties within the electric car line radius is about 660,000.

The following are a few figures relating to Detroit affairs other than industrial: assessed valuation, $1,692,000,000; bank capital and surplus, $58,100,000; bank deposits, $508,618,000; bank clearings, $6,400,000,000; internal revenue taxes, $210,000,000; imports, $91,000,000; exports, $325,000,000; industrial employes, 310,000; value of manufactured products, $1,450,000,000.

Detroit people are prosperous and are good buyers of pretty much everything that people in a city want.

OTHER MARKET CENTERS

So much for Eastern Michigan. But the metropolitan east is by no means the whole of the story. Let us go west, traversing the southern tiers of counties, passing through the rich farming and fruit lands, through Ann Arbor, with 15,000 population, a printing center, seat of the University of Michigan, maker of automobile bodies, tractors, farm implements, furniture, drugs and specialties; through Jackson, with 45,000 population, home of more automobile and agricultural implement factories; Lansing, the state capital, with 50,000 population, a little further north, the trade center of the agricultural region and the home of the Michigan Agricultural College; Kalamazoo, with another 50,000, strong in woodworking plants and engine and boiler works; to Grand Rapids, with 125,000 population, 16,000 of whom work in sixty big furniture factories. Grand Rapids has a large distributing trade and is surrounded by fertile farm lands. The Grand Rapids gypsum industry is of vast proportions.

Bay City (47,047) and Saginaw (53,988) in the northwest are focal points for another rich marketing region. Here are more lumber industries. Sugar beets are converted into sugar here. Iron foundries are frequent. Saginaw has 3,600 men employed in railroad shops and ship yards. Coal mines in the vicinity ship through these ports. Over in the northwest of this main section of the state is Traverse City with a population of 5,000, which has the largest plant in the world for the manufacture of small railroad cars, hand cars and sundries.

The chief cities of the farming and mining country of the peninsula are Calumet, copper mining center; Ishpeming and Marquette, dominated by the iron mining industries; and Sault Ste. Marie on the "Soo" ship canal through which goes a traffic of nearly 100,000,000 tons annually, gateway to the Canadian hunting and fishing grounds, a city of great export trade.

PUBLICATIONS IN MICHIGAN

Ayer's American Newspaper Annual and Directory tells us that 629 newspapers and periodicals are published in 379 Michigan towns to carry the news of editorial columns and advertising columns to these cities and their trade territories. This number includes 66 dailies, 456 weeklies and 75 monthlies.

There are many large dailies which co-operate effectively with the national advertiser and have a strong following in their territories. Detroit has the *Free Press* (morning and Sunday), the *Journal* (evening), the *News* (evening) and the *Times* (evening) and, among the foreign language papers, the *Abend Post* (German) and the *Rekord Codzienny* (Polish). Grand Rapids has the *Press* (evening), the *Herald* (morning and Sunday) and the *News* (evening; Lansing, the *State Journal;* Saginaw, the *News-Courier;* Kalamazoo, the *Gazette;* Jackson, the *Citizen-Patriot* and *News;* Battle Creek, the *Enquirer* and *News;* Muskegon, the *Chronicle;* Pontiac, the *Press;* Port Huron, the *Times-Herald;* Flint, the *Journal;* Bay City, the *Times-Tribune;* and Adrian, the *Telegram.* All these dailies have circulations of over 10,000.

Other important Michigan contributions to the publishing world are the *American Boy, Concrete,* the *Michigan Christian Advocate,* the *Michigan Farmer and Live Stock Journal, Home and Country, Retail Druggist,* and *Salesmanship,* published in Detroit; *Good Health* and *Poultry Breeder,* published in Battle Creek; *Fruit Belt* and *Michigan Tradesman* (groceries and general merchandise), published in Grand Rapids; the *Cloverland Magazine,* pupblished in Menominee; *Michigan Business Farming,* published in Mount Clemons; *Power Farming* and the *Power Farming Dealer,* published in St. Joseph.

Fire Insurance and Lens Accounts With Hamilton

The Northwestern Mutual Fire Insurance Company of Seattle, a company transacting business without agents and dealing direct with manufacturers and merchants, has just entered the Canadian field, and will carry on an advertising campaign through the office of The Hamilton Advertisers' Agency, Limited.

This agency has also started an advertising campaign for the Levelight, an automobile lens made by the Hamilton Mirror Plate Company.

Marketing in Ohio's Big Little Cities

There Are Fifty-four of Them of Over 8,000 People and Some Greater Ones, All Sold on Advertising

OTHERS may know Ohio as the "Mother of Presidents," as the "Buckeye State," or what-not; the merchandiser will always think of it as "the state of prosperous small cities and large villages." The Census Bureau indicates that there are in Ohio fifty-four municipalities having 8,000 or more inhabitants.

To the man with goods to advertise and distribute nationally that will remain a more important piece of news than any statement about the number of Presidents Ohio has given or is prepared to give to the country.

Ohio is a state of distributed prosperity and activity. The fifty-four towns of more than 8,000 are not confined wholly to any one section, though the busy North may seem to have a few more than its share. In approaching the state as a market, it is best to consider it as a whole and to aim evenly at its key cities which form distribution points, in most cases, for extensive sections of rich agricultural territory.

The Buckeye State presents a pretty bulky marketing proposition. According to the 1914 census 5,026,898 persons live and make their living, or have someone else do it for them, in this 40,760 square miles of land stretching between the lakes and the West Virginia and Kentucky lines and between Pennsylvania and Indiana. They comprise specimens of all nations and creeds of men, ranging from the foot to the top of the living scale and covering most of the kinds of vocations by which men labor in the United States. In selling to Ohio you are selling to the fifth state in the Union in the importance of its output of manufactured goods. At the same time you are selling to the fifth state in the Union in the importance of its farm products output. This situation demonstrates the equable division of Ohio's interests and of the employment of its energy.

In examining Ohio's agricultural position closely we find that she holds a leading place in almost every branch of that great industry. Her uplands are well suited to wheat and the bottom lands of the Miami, Muskingum and Scioto are rich in corn. The southern slope of the watershed is adapted to grain production and the northern to grazing and dairying. The production of the chief crops in 1918 was, in bushels: corn, 133,200; wheat, 43,547,000; barley, 3,150,000; oats, 79,200; potatoes, 11,040; and hay, 4,095 tons. The fact that Ohio, the Northern state, borders on and bears many close affinities to the South is brought forcibly home when we read that tobacco production for the same year amounted to 113,288,000 pounds, and that Cincinnati is one of the largest markets in the world for tobacco, in the output of which Ohio stands fourth among the states.

Turning for a moment to manu-

THE Editorial and Art Appeal of BOYS' LIFE, *the Boy Scouts' Magazine, assuring Keen Reader Interest Throughout 1921.*

The serials, short stories, articles and departments which will be published during the next year in BOYS' LIFE will be produced by the ablest authors and artists obtainable.

This advertisement deals with the six leading serial stories which have already been contracted for for 1921.

BOY SCOUTS' LIFE OF LINCOLN, by Ida M. Tarbell. Illustrated by Leslie Crump.

METIPOM'S HOSTAGE, by Ralph Henry Barbour. Illustrated by Remington Schuyler.

THE PIRATES AND THE STOWAWAYS, by Dillon Wallace (of Labrador fame). Illustrated by Clinton Balmer.

THE FROZEN BARRIER, by Belmore Browne (explorer and naturalist). Illustrated by Charles Livingston Bull.

OZ, SON OF FIRE, by Irving Crump. Illustrated by Remington Schuyler.

TORRANCE OF TEXAS, by Joseph B. Ames. Illustrated by Harold Anderson

In the next issue of Advertising & Selling an outline of our Short Story program for 1921 will be printed.

BOYS' LIFE
THE BOY SCOUTS' MAGAZINE

The Quality Magazine for Boys

200 Fifth Ave. New York City

203 So. Dearborn St. Chicago

Member A. B. C.

factures, we find, among the lines to which Ohio contributes a very important share, pottery, in which Ohio leads all the states; automobile tires and rubber products, iron and steel manufactures, pork, clothing, flour, grist mill products, agricultural machinery, lime and lumber. Ohio's mineral wealth, which, in 1914, had a value of $101,661,384, gives stimulus to much manufacturing. Bituminous coal underlies 12,000 square miles of Ohio soil. Iron ore is abundant, particularly in the South; lime, and cement are other important products. The state is second only to Pennsylvania in the production of pig iron, Cleveland, Massillon, Youngstown and the towns on the Ohio river being the chief seats of iron manufacture, which includes pig, forged and rolled; iron castings and sheet iron, rails, Bessemer steel rails, etc. There are good pottery and fire clays in the Ohio soil. In 1914 Ohio's pottery production amounted to $37,166,768, the highest for any state in the Union.

CLEVELAND, THE LAKE PORT

Cleveland, according to the 1920 estimate, has a population of 796,836. Cleveland's leading manufactures are of iron and steel, women's clothing, electrical machinery, automobiles, foundry and machine shop products, paint and varnish, confectionery and stoves. Printing and publishing have become highly important industries, their total productive value in 1914 amounting to $14,099,000. The value of all Cleveland's products was set at $352,531,000 in 1914. Automobiles, including bodies and parts, led the procession in value. In Cleveland in 1914 there were 103,334 wage earners in 2,346 establishments. A comparison of these figures with those for other years in five-year periods back shows a remarkable percentage of growth along all lines. The city is also a great shipping port, being the principal Ohio port on Lake Erie and doing an extensive trade in coal, iron ore and lumber. Cleveland serves a large immediate territory and is a warehousing and distributing point for a much larger area to the South and East.

The work of Cleveland's Better Business Commission, under the executive direction of Edward L. Greene, its secretary, has established high standards of advertising and selling in that city, that not only protect the consumer and obviate questionable practice, but have created an enviable prestige for all advertising in Cleveland. As the result of its labors the shoppers in the city's stores have learned to put their faith in and to accept at face value all statements made to sell goods. Commodities advertised and sold in Cleveland get the benefit of this prestige.

Toledo, with 230,000 population, gives employment to 18,000 in its automobile industries alone. Many others are engaged in the city's heavy production of iron and steel commodities, ranging from pig iron to bridges. Grain and clover seed shipping and the export of coal, lumber, ore, provisions and wool form important divisions of industry. Toledo serves the western Ohio territory in the same way that Cleveland does the East, being closely connected by rail with all the Western counties.

THE BIG FOUR

Columbus, with 204,567, a railroad center and manufacturing city, is the big inland trade market, handling large quantities of grain, wool, livestock, iron and coal. It lies in the midst of a general farming, cattle and poultry district. Besides being the state capital, it is the marketing capital of all central Ohio and is a supply station for agricultural implements and general merchandise in demand by the people of that district.

Springfield (50,058), lying next along the crescent, also has a heavy distributing and shipping trade. Flour and feed mills give employment to a large number of its citizens and there are automobile, machinery, motor, agricultural implement and other important manufactures. Several large publishing establishments are located at Springfield.

Dayton, with abundant water power, tapped by many railroads, and built by live wire businessmen, has become a manufacturing center of great importance. Cash registers, automobiles, railroad cars, farm lighting systems, paper, stoves, cotton and woolen goods, airplanes and agricultural implements swell its annual trade figures. Dayton is proud of its progressiveness and its spirit is reflected in the attitude of its dealers and retailers toward new commodities brought on the market. It goes as "A-1" in the memo. book of the manufacturer selling his product on a national scale.

The secret of Cincinnati's market significance is not only its own size but the fact that within fifty miles of it live 1,500,000 people and within 150 miles of it 5,000,000 people, whom it serves as a warehousing center and distributing point. Wholesalers consider as Cincinnati territory Ohio, Indiana, Kentucky, Illinois, West Virginia, Virginia and Tennessee. Cincinnati has become, in particular, one of the best markets for all commodities for the Southern states. Incidentally, this season sees the resumption, after a quarter of a century, of through steamboat service between Cincinnati and New Orleans.

BUILDING EXPORT TRADE

Cincinnati's population is 80 per cent native born. Four per cent is negro. Cincinnati is the only large American city in which the percentage of foreign-born has tended to decrease.

In Cincinnati more than 250 distinct lines of industry are represented by 3,000 manufacturing plants. Approximately 600 of these establishments supply articles for foreign trade through export merchants and commission concerns. It is interesting to note that Cincinnati has set out to become, although inland, one of the country's great export cities. Through the agency of the Division of Manufacturers of the Foreign Trade Association of the Cincinnati Chamber of Commerce an extensive propaganda is being carried on to line up the city's manufacturers to this end.

Cincinnati is a retail trading and banking center for a large area of thriving territory. Within its municipal limits are eight national banks, 33 state banks and 221 building and loan associations. Bank clearings in Cincinnati in 1919 amounted to $3,947,801,000.

Cincinnati, like the other large Ohio cities, is a publishing center of importance. Ayer's American Newspaper Annual and Directory shows that 877 newspapers and periodicals are published in Ohio, including 160 daily, 476 weekly and 145 monthly. The number of places of publication is 388.

OHIO PUBLICATIONS

Among some of the widely known newspapers offering large circulations and careful service to national advertisers entering the Ohio field are: Cleveland—the *Plain Dealer* (morning and Sunday), *News* (evening, *Press* (evening), and several foreign language papers including *America* (Roumanian), *American* (Bohemian), *Szabadsag* (Hungarian), and *Wachter und Anzeiger* (German); Cincinnati—the *Post* (evening), *Times-Star* (evening), *Commercial Tribune* (morning and Sunday), and *Enquirer* (morning and Sunday); Columbus—the *Ohio State Journal* (morning and Sunday), *Dispatch* (evening and Sunday), and *Citizen* (evening); Dayton—the *Herald* (evening), the *Journal* (morning and Sunday), *News* (evening and Sunday); Toledo—the *Blade* (evening), *News-Bee* (evening), and the *Times* (morning

and Sunday); Springfield—the *News* (evening and Sunday), and the *Sun* (morning and Sunday; Akron—the *Beacon Journal* (evening), *Press* (evening), and *Times* (evening and Sunday); Canton—the *Repository* (evening and Sunday), and the *News* (evening and Sunday); Lima—the *News* (evening and Sunday), *Republican-Gazette* (morning), and the *Times-Democrat* (evening); and Portsmouth—the *Times* (evening and Sunday).

Ohio publishes several important agricultural journals, among them the *Ohio Farmer*, Cleveland; *Gleanings in Bee Culture*, Medina; *Farm and Fireside* and *Poultry Success*, Springfield. The big presses of Cincinnati and Cleveland turn out widely read religious publications and several excellent trade papers.

Albert M. Haynes Discusses Argentine Advertising Plans Before A. F. A. A. A.

Albert M. Haynes of the *Empressa Haynes* of Buenos Aires and also a director of *La Asociacion Grafico*, addressed the members of the Association of Foreign Advertising Agencies of America at a meeting in the Hotel Pennsylvania recently.

The Association of Foreign Advertising Agents of America includes practically all of the advertising agencies that are dealing exclusively in foreign advertising. Howard G. Winne, of the Johnston Overseas Service, New York, is secretary and treasurer.

Sphinx Club Begins Season With Enthusiasm

The first dinner of the season in the Sphinx Club's twenty-fifth anniversary year at the Waldorf-Astoria on Tuesday night was of a character to forecast great activity in that organization. An excellent entertainment and several interesting speeches were enjoyed by about two hundred members. Paul E. Derrick, of London, one of the pioneer members of the club, spoke at some length on British trade, urging the necessity for the purchase by America of English goods as a means of readjusting the exchange situation and making it possible for United States exporters to do more business in the United Kingdom and upon the Continent. Corbett McCarthy discussed advertising from the viewpoint of the large retailer, and Roy Dickinson read a humorous paper on the social, economic and industrial situation. Frank A. Munsey, scheduled as a speaker, could not attend. R. F. R. Huntsman, president of the Sphinx Club, served as toastmaster.

Better Letters Convention Next Week

The Better Letters Association will hold its fourth annual convention at Springfield, Mass., October 19 and 20. Among those who will speak are: Professor H. W. Hess, University of Pennsylvania; S. Roland Hall, James Wallen, L. C. Wilsey, supervisor of training, General Motors Export Co.; George French, Edward H. Schulze, president Making It Pay Corporation; Charles R. Wiers, sales manager, De Long Hook & Eye Company; A. B. Hall, general manager the Greenleaf Company; W. G. Nash, correspondence adviser Winchester Repeating Arms Company; L. B. Seibert, correspondence supervisor Pennsylvania Rubber Company; Louis Balsam, director correspondence Lewis Manufacturing Company; John Sweeney, director of mail sales, International Correspondence Schools; H. W. Harney, Dennison Manufacturing Company; S. C. Gunn, credit manager A. P. W. Paper Company; Miss May Allen, Montgomery, Ward & Company, and Miss Enna Robb, Bonwit, Teller & Company.

"Christian Herald" Absorbs "World Outlook"

An important consolidation in the publishing field has just been effected in the absorption by the *Christian Herald* of *World Outlook*. It is especially interesting from the standpoint of religious journalism since it means a merger of two important publications in their respective spheres. Both are interdenominational and non-sectarian.

World Outlook was established some six years ago as the organ of the Board of Foreign Missions of the Methodist Church, but along non-sectarian lines. It rapidly took its place as one of the leading travel and pictorial magazines of the country, and two years ago it was made an organ of the Interchurch World Movement. The *Christian Herald*, for more than forty years, has been a leading religious weekly. In the last fifteen years alone it has dispensed more than $5,000,000 of its subscribers' money in world charities.

The transfer of *World Outlook* to *Christian Herald* took place October 2. Its actual merger will be October 30.

W. R. GRACE & CO.

MERCHANTS

New York **San Francisco** **Seattle** **New Orleans**

IMPORTS

All Raw Materials from Far East, South and Central America

EXPORTS

All American Products and Manufactures

Some of the principal Grace Houses and Agencies:

W. R. GRACE & CO.
San Francisco
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W. R. GRACE & CO.
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W. R. GRACE & CO.
La Paz, Bolivia
W. R. GRACE & CO.
Buenos Aires, Argentina
GRACE & CO.
Rio de Janeiro, Brazil
GRACE BROS., (India) Ltd.
Calcutta, India
GRACE CHINA CO.
Shanghai Hankow
ASANO BUSSAN CO.
Tokyo Osaka Kobe Yokohama

Houses and Agencies in all the Principal Cities of Asia, Europe, South America and Central America

STEAMSHIP AGENTS

GRACE LINE

Direct Sailings from New York for CHILI, PERU, ECUADOR and BOLIVIA

Grace Brothers & Co., Ltd.
LONDON

W. R. Grace & Co.'s Bank
NEW YORK

Winning Business

(*Continued from page 28*)

paragraph that just fitted "Bill." So, you see, no two letters were ever alike. Every letter was personal, but by using the system of number and paragraphs we could cover a lot of work in a short time, *and do it better!* This system beats the form letter.

I remember when I started a mail order department I wrote a form letter that went out to thousands of dealers, asking just *what they wanted to make mail order service satisfactory.* In each of these letters we enclosed a stamped, self-addressed envelope for the reply. Then as replies came in I answered them, following the numbered paragraph plan, because out of the hundreds of replies, many of them were very much alike.

Now and then, however, a reply would be strikingly original.

Of course, the whole point of this correspondence in regard to mail orders was just to get the dealers to write us—just to get them "to open the ball"—then we followed it up with price currents, catalogs, booklets and other rapid-fire work to bring mail orders. We kept up this work steadily for years and it not only brought mail order business, but also was a great help to our salesmen.

I recall, in reply to one of these letters, a dealer in Missouri wrote that he had bought from a certain house for forty years and was entirely satisfied and saw no reason to make a change. I looked this man up in Bradstreet's and found he was very well rated. I also looked up the salesman's report on him and he stated that he was a "crank."

Here was a chance to have some fun in letter-writing, so I composed one of my best letters to the gentleman, telling him that I congratulated him on being happy and satisfied with his present connection and also saying that contentment was such a rare thing in these days that I would not attempt to disturb his relations with the house he was now buying from.

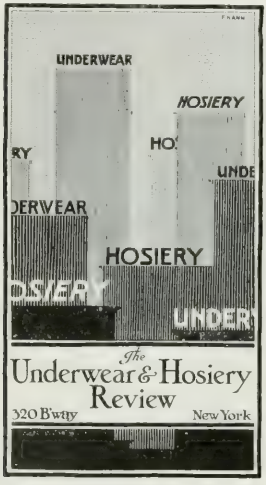
To this letter I received a reply that my letter reminded him of something he had read of Robespierre, who could "smell a rose with one hand and sign a death warrant with the other." To this letter I replied that I myself had always been very much interested in the characters of the French Revolution and that I took pleasure in sending him in that mail a copy of Carlyle's "French Revolution," which probably he may not have read.

To this he answered that his reading was confined to the Bible and the St. Louis *Globe-Democrat,* but he would try his hand on Carlyle when he arrived. I put this man on my correspondence list and every month or two I wrote him a letter about something—Christmas greetings, etc., and finally through a certain source I learned the date of his birthday and surprised him with a telegram on that date, congratulating him.

But I never asked him for any business. One day a man about six feet four inches tall towered above my desk. He was a typical citizen of the Ozark Mountains. It was my friend who was "contented." We shook hands and he took a seat and looked me all over from head to foot. "Well, say," was his remark, "you certainly can't have much to do when you find time to write all that stuff you sent me." "But," said he, "after dealing with this other house for forty years, the other day they made a sight draft on me and I thought I would come in and look you over and if you looked right I would transfer my account." So we became the best of friends and to this

Account Executive Wants Assistant

Must be able to write condensed well-reasoned copy on semi-technical subjects, and be both able and willing to accept responsibilities. It is desirable that he should have first-hand, practical knowledge of how to use machinists' tools, have successfully held a job as a reporter and have had experience in the Copy Department of an advertising agency. A good salary and a very unusual opportunity for the right man. Address Box 281, care Advertising & Selling.



We specialize in house to house distributing of
Advertising Literature and Advertising Samples
We solicit your account.
JAMES T. CASSIDY
206 No. Front St., PHILADELPHIA, PA.
Write for our paper "FACTS."

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.
POSTAGE · 18 East 18th St., New York City

STATEMENT of the Ownership, Management, Circulation, Etc., Required by the Act of Congress of August 24, 1912, of ADVERTISING & SELLING, published weekly at New York, N. Y., for October 1, 1920.

State of New York, } ss.
County of New York }

Before me, a Commissioner of Deeds in and for the State and county aforesaid, personally appeared J. M. Hopkins, who, having been duly sworn according to law, deposes and says that he is the publisher of Advertising & Selling and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management (and if a daily paper, the circulation), etc., of the aforesaid publication for the date shown in the above caption, required by the Act of August 24, 1912, embodied in section 443, Postal Laws and Regulations, printed on the reverse of this form, to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business manager are:

Publisher—J. M. Hopkins, 471 Fourth Ave., New York City.

Editor—J. M. Hopkins, 471 Fourth Ave., New York City.

Managing Editor—M. F. Duhamel, 471 Fourth Ave., New York City.

Business Manager—J. M. Hopkins, 471 Fourth Ave., New York City.

2. That the owners are: (Give names and addresses of individual owners, or, if a corporation, give its name and the names and addresses of stockholders owning or holding 1 per cent or more of the total amount of stock.)

J. M. Hopkins, New York City.

H. B. Williams, New York City.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: (If there are none, so state.)

R. C. Gilmore, Montclair, N. J.

Kate E. Griswold, West Hartford, Conn.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company, but also, in cases where the stockholder or security-holder appears upon the books of the company as trustee or in any fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security-holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of a bona fide owner; and this affiant has no reason to believe that any other person, association, or corporation has any interest direct or indirect in the said stock, bonds, or other securities than as so stated by him.

(Signed) J. M. HOPKINS,
Publisher.

Sworn to and subscribed before me this 7th day of October, 1920.

(Seal) B. M. SWIFT.
Commissioner of Deeds, City of New York, residing in New York County. New York County Register's No. 21078.
(My commission expires April 22, 1921.)

"GIBBONS KNOWS CANADA"
MONTREAL TORONTO WINNIPEG

day, notwithstanding the fact that his son has taken over his business, we occasionally exchange letters.

AN ORIGINAL LETTERHEAD

There is one letterhead I will never forget. It had originality plus. It was the letterhead of a small merchant out in southern Kansas. In the left-hand upper corner was the picture of a fly-trap and the heading read: "James Green, Dealer in Everything; also Flytraps." I remember I corresponded with Mr. Green and finally landed his mail-order business and tried to sell him "everything," also flytraps.

There are also embarrassments that come from enjoying yourself writing letters. One day a letter came from a merchant in Illinois saying that he knew me because my name was signed to letters he had received and he had decided from my letters that he could trust me.

Therefore, the next day his daughter would arrive with the object of having a tooth extracted. It would be necessary for her to take gas and he wanted me to attend her to the dentist and see that she was given gas properly and to chaperon her properly through the operation. You can imagine my keen anticipation. The next day the young lady arrived.

She weighed about three hundred pounds, but I seen my dooty and I done it. She got gas all right and I think it took about all the gas the dentist had to make her unconscious. She certainly was a gas absorber!

In another case one of our salesmen wrote me that a good customer of our special line of razors would call in a few days with his wife. He told me as this man used a lot of our razors to be nice to him, so when the couple called I took them to a neighboring restaurant to luncheon. They were very pleasant, but in the course of the conversation, about the time of dessert, I learned that he was not a dealer but a barber who bought his razors from our customer!

This story reminds me of another correspondent. He was an expert buyer. About every three months he would join the "Disappearing Club." Finally he lost his job. One day I went into an oyster house in Denver and took a seat and proceeded to read a newspaper. Finally the waiter said: "Well, what will you have?"

SOME GOOD HINTS

The voice was very familiar, so my eye followed the white apron up to his face and lo and behold!—it was John Smith, my old friend, who had joined the "Disappearing Club." He had a napkin over one arm, all right. He evidently resented the expression of surprise on my face, for he said:

"Cut it out. Cut it out. What the h—— is the difference between serving oysters and getting on your knees and digging up nails?"

So I got John a job, and the proprietor often told me that he figured that John in the 75 per cent of the time he was "present" was a better man and a better salesman than some of the other fellows who never joined the "Disappearing Club" and who were 100 per cent "present" in person but 50 per cent absent in mind.

Let me suggest, if you are a correspondent in some house, that you just try your hand at doing some original, personal letter-writing. Of course, you may get fired, but on the other hand, who knows? You might develop a great talent as a correspondent and some day become the head of your house. In any event, try your hand at writing a real, human letter, the kind of letter you would like to receive yourself.

Let me boil down my advice to correspondents into three headings:

(1) Be accurate.
(2) Be clear.
(3) Be human.

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Reprinted from *Drug Topics*.

SYSTEMS BOND

"The Rag-content Loft-dried Paper at the Reasonable Price"

THERE are many jobs on which a paper of pleasing color is desired. In addition to the whitest white, SYSTEMS BOND is made in these attractive colors—pink, blue, green, canary, buff, goldenrod.

Whatever color you choose, you can always depend on the **character** of this paper.

A request will bring samples.

Eastern Manufacturing Company

General Sales Offices:

501 Fifth Avenue New York

Mills at Bangor and Lincoln, Maine

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

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October 16, 1920

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Calendar of Coming Events

October 6-16—Thirteenth Annual Electrical Exposition, Grand Central Palace, New York.

October 14—Eleventh Annual Convention, American Manufacturers' Export Association, Waldorf-Astoria, New York.

October 18-22—Annual Convention, American Bankers' Association, Washington, D. C.

October 19-20—Fourth Annual Conference, Better Letters Association, Springfield, Mass.

October 20-22—Annual Convention, Associated Business Papers, Inc., Hotel Astor, New York.

October 20-22—National Conference of Business Paper Editors, Hotel Astor, New York.

October 21-22—First Annual Convention, New England Association of Advertising Clubs, Boston, Mass.

October 25-29—Annual Convention, National Wholesale Druggists Association, Cincinnati, Ohio.

October 25-30—National Business Show, Grand Central Palace, New York.

October 27-29—Annual Convention, Direct Mail Advertising Association and Association of House Organ Editors, Detroit, Mich.

Thomas W. Lamont

(*Continued from page 29*)

a foothold there; but Roland S. Morris, our ambassador to Japan—who went into Siberia on two important war missions, told me that the simon-pure brand of Bolshevism has never flourished in Siberia. If peace ever comes to Russia—as it must come some day—then Siberia will find itself. And for that day American manufacturers should be prepared.

Here, as they have impressed themselves upon my mind traveling in the Far East and talking with the business men out there, reading on the Far East, and thinking over all that I have read, and heard and seen, are some of the salient facts about the wonderful market that is open there to the American business man. In closing I want to add just one word of advice. The whole success of those who enter that market, the permanent standing of the United States generally, will depend upon the character of the men that are sent out there. There are some American concerns that seem to think that a second or third-rater is good enough to send to the Orient. This is a fatal idea. The Japanese and the Chinese are a bit more discerning, I think, than most races, and they quickly detect the spurious article. Never will American trade and prestige reach their place in the Orient until we have picked out as our representatives men of the highest character—men who, in thought and in action, show themselves to be typical of the best that there is in American generosity of spirit, of courage and of kindliness.

Charles W. Byrne Becomes Vice-President of Thielecke Co.

Charles W. Byrne, for seventeen years associated with Critchfield and Company, has acquired a stock interest in The Thielecke Company, advertising agents, of Chicago, and takes the office of vice-president.

Mr. Byrne is well known in advertising circles, having been prominent in the placing of the advertising of such companies as The Firestone Tire and Rubber Company, The Garford Motor Truck Company, The Rock Island Plow Company, The American Radiator Company, Deere and Company, The Standard Sanitary Manufacturing Company, and others equally well known.

Seventeen years ago Mr. Byrne started his business life with Critchfield and Company as office boy; he has seen duty in all branches of advertising agency work, and in the time he was with Critchfield and Company worked through all the departments of the company to the position of general manager. Mr. Byrne has specialized in agricultural advertising.

FROM GOVERNOR JOHN M. PARKER:

Not a single factor is more responsible for my election than the splendid whole-soul support given by The Item and its staff. You have clearly shown the evils of Ringism, and a record of the votes shows that not only the city Ring but the country Rings have been overwhelmingly defeated by the people themselves. This marks a new era in Louisiana politics.

The fight is over and won, and the next is for a Constitutional Convention and a new constitution for the state of Louisiana, where your help and your assistance will be as much needed and appreciated as it is in this campaign.

With hearty good wishes, I am,

Very sincerely yours,

(Signed) JOHN M. PARKER.

THE NEW ORLEANS ITEM

Announces

The Occupancy of Its New Home

Facing in Union Street and running through to Perdido Street; between St. Charles and Carondelet

October First, Nineteen Hundred and Twenty

WITH modern equipment, abundantly adequate for all requirements; with ample floor-space for future development; THE NEW ORLEANS ITEM believes it will now enjoy the great growth which consistent service to its community entitles it.

FROM MAYOR-ELECT ANDREW J. McSHANE:

The complete confirmation of Victory has just reached me. Naturally my thoughts turn immediately to those who have so faithfully stood by my side during this great fight for freedom from bossism. At the fore-front of this long list of staunch friends and supporters I must place THE NEW ORLEANS ITEM.

You folks have been in this fight for years, and have never failed to put all your weight for free politics against the Ring whenever the issue has arisen. You were with me in 1912 as strong as you were this summer. This fight began last summer, and it will go on until our city is fully redeemed from Ring mis-government with all its evil consequences.

In accepting congratulations from my friends, I, therefore, want to pass a goodly share along to you. On behalf of myself, and a freed community, I say a hearty Thank You—and wish you even greater success and strength.

(Signed) ANDREW J. McSHANE.

The only thing left is—?

Two and one-half million circulation—concentrated in the 7 greatest trading centers of America! Only one thing more is necessary to assure the success of an advertising campaign. That is good copy.

If you know your copy is right,—give it opportunity—in The American Weekly.

3½ years ago, the annual advertising revenue from The American Weekly was $24,000. In 1921 it will be over two and one-half million dollars. With its revenue multiplied by a hundred, the number of its advertisers has barely more than doubled. An eloquent testimonial to the success of advertising campaigns in The American Weekly. Nearly all the space available has been contracted for.



THE AMERICAN WEEKLY

BOUGHT BY *TWO AND A HALF MILLION FAMILIES*
EVERY SUNDAY AS A PRINCIPAL FEATURE OF THE

New York American
Boston Advertiser
Chicago Herald and Examiner
Washington Times
Atlanta Georgian-American
San Francisco Examiner
Los Angeles Examiner

A. J. KOBLER, *Manager* - 1834 BROADWAY, NEW YORK

Advertising & Selling

OCTOBER 23, 1920

Is This Honest Advertising?

A certain manufacturer is urging dealers to stock his product and to advertise it in their local papers on the ground that he is conducting a campaign of "national advertising."

An analysis of the "national" campaign (which he asks his dealers to "back up") shows that it consists of less than 5,200 lines reaching less than 690,000 circulation. In other words, the force which is expected to impress the nation is the equivalent in lineage of little more than two pages in The Chicago Sunday Tribune, but reaches a smaller circulation. Many seasoned advertisers use ten times this much space in The Chicago Tribune alone.

Most of the failures charged against advertising are due to large promises and extravagant expectations based on small lineage or inadequate circulations or both. If you haven't enough money to advertise properly to a hundred million people, concentrate in a market that you can cover.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Write For The Tribune's 1920 BOOK OF FACTS



"a corking good mailing piece!"

"Unusual? Absolutely! Yet it's merely a matter of portraying the bow ties. Pictures sell goods—if they are faithful pictures."

IT took Foldwell's specially prepared surface to bring out faithfully the colors used on the mailing piece pictured here. And it took Foldwell's remarkable strength to hold at the seven repeated folds—each one weakened by die cutting. More remarkable still—no cracks appeared at the folds to deface the impressions which portray silk cloth.

Faithful visualization! Better results in direct advertising.

Foldwell's long, strong fibres and rag base make it an unusually strong printing paper. Thousands of advertisers depend upon this strength to carry their sales messages clean and whole to their prospects. Learn what Foldwell will do for you by sending for our booklet, "Paper as a Factor in Modern Merchandising."

CHICAGO PAPER CO.

Manufacturers

832 S. WELLS ST.
CHICAGO, ILL.

NATIONALLY DISTRIBUTED

COATED WRITING § COATED BOOK § COATED COVER §

Foldwell TRADE MARK

The Seattle Daily Times

A Good Newspaper Cannot Be Produced Cheaply

An Expensive Newspaper Cannot Be Sold at a Low Price

Seattle Newspapers Are Sold at the Following Rates:

	Sunday	*Daily*	*Month*	*Year*	*Rate*
THE TIMES . .	**$ .10**	**$ .05**	**$1.50**	**$18.00**	**Net**
The Post-Intelligencer	.10	.03	.90	10.00	Subject to Discount
The Star	—	.02	.50	5.00	Subject to Discount

OFFICIAL CIRCULATION FIGURES

City of Seattle:

SUNDAY TIMES . .	**60,851**
Sunday Post-Intelligencer	34,632
DAILY TIMES . .	**47,378**
Daily Post-Intelligencer .	32,608
Daily Star	38,116

Total Circulations:

SUNDAY TIMES . .	**91,258**
DAILY TIMES . .	**57,738**
Sunday Post-Intelligencer	65,549
Daily Post-Intelligencer .	50,795
Daily Star (No Sunday Issue)	58,586

These Figures From Audit Bureau of Circulations Report for Year Ending June 30, 1920—Just Published

Eastern Representative
THE S. C. BECKWITH SPECIAL AGENCY
New York Chicago Detroit St. Louis Kansas City Atlanta

Pacific Coast Representative
R. J. BIDWELL CO.
SAN FRANCISCO



The Call of The Farm Market

Farm trade has always been a basic factor in American business.

Today it is the *most vital* factor.

The last few years have seen the farmers' profits amount to undreamed millions.

It is inevitable that these profits will increase steadily—because the growing urban population will demand more of the farmers' products each year and pay higher prices for them.

That is why so many manufacturers have sought and established such a large farm trade in recent years.

That is why so many more manufacturers are turning to the farm market for 1921 sales.

That is why manufacturers invested over Four and One-Half Million Dollars in the Standard Group of Quality Farm Papers in 1920, and will spend *more* than this amount, in this market, in 1921.

THE STANDARD FARM PAPERS

Edited by men who know

Over 1,150,000 farm homes

Prairie Farmer, Chicago
Established 1841

Pennsylvania Farmer
Established 1880

The Breeder's Gazette
Established 1881

Wallace's Farmer
Established 1895

The Ohio Farmer
Established 1848

The Wisconsin Agriculturist
Established 1877

Hoard's Dairyman
Established 1870

The Nebraska Farmer
Established 1859

The Progressive Farmer
Established 1886
Memphis, Dallas
Birmingham, Raleigh

The Michigan Farmer
Established 1843

Pacific Rural Press
Established 1870

The Farmer, St. Paul
Established 1882

Western Representatives
Standard Farm Papers, Inc.
Conway Building, Chicago

Eastern Representatives
Wallace C. Richardson, Inc.,
95 Madison Ave., New York City

All Standard Farm Papers are members of the Audit Bureau of Circulation

ADVERTISING & SELLING
The National Weekly of Modern Merchandising — Established 1891

J. M. Hopkins, President;
H. B. Williams, Vice President;

ADVERTISING & SELLING CO., Inc.,
471 Fourth Avenue, New York, N. Y.
Telephone, Madison Square 1765-6-7

M. F. Duhamel, Managing Editor;
Ralph B. Smith, Associate Editor;
George Roosevelt, News Editor.

30th Year | OCTOBER 23, 1920 | Number 18

Analyzing the Reluctant Buyer

Air-Tight Salesmanship is the One Way to Capture a Market Now Getting Back to Normal

By ROY B. SIMPSON

President, Simpson Advertising Service Company, St. Louis, Mo.

THERE is a lot of talk and some misunderstanding about the difference between a buyers' market and a sellers' market. There are some big men who are confused on this issue, and it is the purpose of this article to set them right. Some of them declare that we have a sellers' market, while others are equally emphatic that it is now a buyers' market.

A prominent automobile manufacturer in Wisconsin has just sent out some elaborate literature emphasizing the fact that we now have the greatest sellers' market we have ever known. He attributes this to the fact that he has begun to *sell* for the first time in several years and that because of the general prosperity of the country he has a better opportunity to sell his surplus which seems to be accumulating in a volume that is rather unpleasant to contemplate.

Other automobile manufacturers take the opposite view, and claim that there are more prospective buyers of motor cars than previously existed. During the last two or three years, until the present slump in prices began, nearly all manufacturers and retail merchants were selling their goods with very little effort. They were order takers.

Traveling salesmen were welcomed very effusively by the great rank and file of merchants. Prominent hat manufacturers said that merchants would come in and take their samples as fast as they were produced. Many shoe houses stopped issuing catalogs. It required little or no effort to sell merchandise. In fact our mills and factories were oversold thirty to ninety days and sometimes longer.

In the great retail stores of the country fabulous prices were charged for merchandise. The furniture department of a great store in Detroit priced an ordinary bedroom suite at $3,030. It could have been sold for $1,500 and still yield a very large profit. In this same store a complete outfit for a bedroom of average size was priced at $5,085. The manager said he was ashamed to take the money, but people were willing to pay such prices and if he didn't get the money his competitors would.

A colored man visited a shoe store in St. Louis and wanted a pair of tan "brogues." The best shoe of this particular style was priced at $15. The negro wanted to pay $20, so the salesman sent him to another store that sold the same line of shoes and before the customer was out of earshot the news of his coming was telephoned to the other store with a request to charge him $20 for the $15 footwear.

A prominent men's store opened up a new line of hats about a month ago. One of the stunning numbers was a beautiful velour hat of golden brown color. It was priced at $25. Several customers bought this hat without a murmur, but today a man who a few months ago was buying silk shirts at $20 each priced this hat. When the salesman told him it would cost him $25 he said with considerable heat, "You go to h———. Prices are coming down," and he walked out of the store.

TOUGH ON THE SALESMEN

A great number of traveling salesmen have forgotten how to sell goods. In the department stores the retail sales people are still intimating to their customers that they can "take it or leave it." The arrogance which prevailed during the period when merchandise was scarce is still in evidence in many of our stores.

A number of advertising men and advertising agents who have had liberal appropriations at a time when they did not want orders have forgotten how to plan and write advertising that really sells goods. It

THE DIFFERENCE

THE writer of this article recently visited fourteen cities between St. Louis and New York, calling upon great department stores and several manufacturing institutions studying conditions.

Under such circumstances he hardly could have helped making some interesting discoveries and drawing pointed conclusions.

The accompanying is a reflection, rather than a report, of marketing necessities brought about through the change from a sellers' to a buyers' market, which is, after all, the normal status of business.

THE EDITOR.

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should be apparent to them that the long expected slump in prices has come and every man with something to sell has got to sell it.

For several years motor cars have not been sold. They have been *bought*. Any man who had the money and who felt that high prices and high wages would continue indefinitely would, if he wanted it badly enough, purchase a motor car. With him it was not a question of "which car shall I select" but "what car can I get." Does that indicate a buyers' market in the motor car field? It was distinctly a sellers' market because the seller dominated to the extent that he could charge any price he thought he could get for his goods and history shows that motor car manufacturers got the money while the getting was good.

In the life of every great university we have what is known as "student days." The faculty retires to the background; all the activities of the institution are in the hands of the students and they dominate. At other times in the life of the institution the faculty dominates and student life is conformed to the rules of the institution.

The same general principle applies to buying and selling. When the buyer dominates to the extent that he will refuse to buy your goods because he knows he can get a better price or a better grade somewhere else, he is decisively the determining factor in the success of your institution, and that is just what the buyers are doing today.

THE SCENE CHANGES

As long as the great consuming public thought that merchandise was scarce, as long as the price trend was upward, consumption of all lines of merchandise was abnormally heavy. The seller could dispose of more merchandise than he could produce or buy. He fixed the prices, he dictated terms and conditions and we had a sellers' market.

Today the condition is exactly reversed. When prices begin to decline, the consuming public begins to curtail. It is human nature for people to stop buying when the market declines, therefore instead of the consumer madly striving to buy everything he wants, he is now buying only what he needs. Manufacturers in every line are beginning to accumulate a surplus and, as the demand has fallen off, they are trying to persuade the buyers to take their goods.

The buyers and users of merchandise no longer are asking if they can get a certain thing, but are trying to solve the problem of which clothes washer, vacuum cleaner or motor car they will finally purchase.

When the producers and sellers of merchandise increase the prices, as they always do when the demand exceeds the supply, we have a sellers' market, but when production comes up to a point where there is more merchandise than the consuming public can use, we have a buyers' market and that is just the condition we are facing.

THE EFFECT ON ADVERTISING

The advertising of the future must be good advertising. No advertising campaign should be curtailed because the demand has fallen off. If there was any reason whatever for the frenzied expenditure of money for advertising when no manufacturer wanted orders, there is a better reason for advertising in a buyers' market when the purpose of the campaign should be to convince the buyers that your product represents a better value than the product of the competing manufacturer.

If there ever was a time for advertisers to earn large dividends on their advertising investment that time is here, and it will continue over a long period, but no campaign is going to make good unless it is planned and carried out along the lines of good merchandising practice.

The public is tired of what is known as institutional advertising. The average buyer does not give a hang where the goods are made, nor does he care anything about the age of the concern that makes them, nor its volume of business. In the future, Mr. Buyer is going to demand the goods that give him the most satisfaction for each dollar he pays.

New England Advertising Association to be Reorganized

By Wire from Walter Sammis, Editor of *Associated Advertising*

Boston.—More than three hundred members of the New England Association Advertising Clubs gathered at the Copley-Plaza hotel here Thursday to undertake a program which at the very outset furnished a high degree of interest.

The election of officers scheduled for Thursday morning was deferred because of the concensus of opinion that the New England Association would disband and reorganize as a part of the Associated Advertising Clubs of the World.

A committee was selected to report on Friday as to the final form of this action, with Frank Black, vice-president for the New England district, as its chairman and two members from each club and one from the A. C. of W. headquarters in its membership. It was said there appeared to be no chance for a hitch in the recognition.

Virtually all of the speakers expected put in an appearance, President Rowe Stewart and General Secretary P. S. Florea of the Associated Clubs also being on hand.

The chief speaker was Richard H. Lee, special counsel for the Associated Advertising Clubs and the leading authority on the better business movement.

Members of the executive committee of the New England association were: F. A. Black, of Filene's, Boston; H. W. Curtis, of the J. W. Barber Advertising Agency, Boston; Major Charles T. Cahill, of the United Shoe Machinery Company, Boston; F. W. Spollett, of the Shoe Retailer, Boston; R. C. Moore, of the Perry, Elliott Company, Boston; R. R. Spencer, of the Davis Press, Worcester; Harry Pearson, of the Old Colony Advertising Company, Providence. Mr. Black was chairman of the general convention committee, and responsible for program and publicity. H. W. Curtis was chairman of the sales committee. Miss Frances Hanson was chairman of the registration committee, Major C. T. Cahill chairman of reception committee, H. B. Porter chairman of committee on finance, Charles T. Marble, assistant publisher of "Modern Priscilla," of Boston, chairman of committee in charge of the banquet. The luncheon given by the publishers' association was in charge of the committee headed by William Rogers, advertising manager of the Boston *Transcript*, and the luncheon given by the New England Council of the American Advertising Agents' Association was in charge of George Dunham, of the Greenleaf Advertising Agency.

Daniel M. Lord Explains the "Evolution of Advertising"

In a highly interesting address, interspersed with numerous incidents of pioneers in the advertising business, Daniel M. Lord, founder and for many years member of the firm of Lord & Thomas, Chicago, recounted for the members of the New York Advertising Club, Wednesday, the progress of advertising during the past fifty years. George W. Hopkins presided at the luncheon in Mr. Lord's honor, and Frank Presbrey introduced the speaker.

Mr. Lord, who retired sixteen years ago after more than forty years in advertising, told his eager listeners of the schemes by which advertising was conducted in the latter part of the nineteenth century, of the gamble attitude of the public towards it, and of how he broke into the business as an advertising solicitor for the *Interior*, a religious publication of Chicago. He spoke of his burning desire to raise the ethical standards of the profession, and related the facts of the first advertising agents association, composed of Mr. Lord, Al Thomas, Charles H. Fuller and the Chicago representative of J. Walter Thompson, which began the work of elevating advertising. Later John Lee Mahin and others joined, and a similar association was started in New York.

The methods employed by the first advertising agents drew numerous laughs from the audience, and the story of how Mr. Lord came to write his first copy for a "customer," an insurance company; and of the difficulty with which he secured his first advertising illustration—for a stove manufacturer—interested all.

Make Them Enjoy Reading Your Advertising

Some Concerns Are Finding It Profitable to Present Pleasant, Popular Selling Messages

By J. H. LEWIS

AMERICANS are not naturally crabs. As a race we aren't supposed to be eternally serious, grim and professional. When our boys got to France we found them equaling the well-advertised cheerfulness and fun of the British, the ready quip of the Irishman, the distinctive humor of the French. The Yank brought his sense of humor along with him and he used it as energetically as he did his tools of war.

The American likes to laugh, he likes to be funny—he needs it. Maybe the American businessman needs it more than ever just now when his problems are more perplexing.

Pick up the magazines of general calibre that go into the better homes of the country, as figured from the financial and social standpoint. You will find them full of humor and wit. Look at the books that pull and the plays that are popular. You will find the humorous work and the laugh-provoking play mighty strong in the hearts of your neighbors. And the people with the greatest spending power are as keen about these mirthful productions as the less fortunate group, if not keener.

Perhaps this is extra-significant in view of the fact that the advertising manager may, under pressure, today be taking his work somewhat too seriously and producing too staid effects in his printed announcements.

THE BASIS OF SOME CAMPAIGNS

Humor, in moments of unusual tension, is undeniably desirable. And that is why advertisers might do well to realize that it can be brought into business dealings with good results. It doesn't do to be too grave at any time but just now, it seems to me, there is unusual opportunity for cheery trade messages that will make the public enjoy reading about what you have to sell.

What appeals to a man's fancy in a morris chair or in a theatre seat surely ought to appeal to his fancy in a swivel desk chair or in the traction car. If a reader's sense of humor is as well developed as his analytical mind, why not cater to it for the purpose of attention and interest in your product, either in conjunction with or in place of the more sedate reason-why arguments?

Thawing a Market

SOMETIMES, when business is not so good as we had hoped, a note of gravity creeps into our advertising and causes reader-consumers to take us too seriously—that is, we lose the element of popular cordiality in our relations with our market. The same thing might happen if between the lines of every letter we wrote its recipient could read the doleful message "Business is bad."

So it pays, this writer avers, to be pleasant at all times, humorous sometimes and even witty now and then, in our advertising, and he cites some advertisers who follow the practice with good effect.

THE EDITOR.

Many up-to-now concerns are doing it. The Neco wafer campaign in the newspapers is a splendid example. The Life Savers campaign in all mediums, based entirely upon puns, was pretty substantial support of the theory that Americans like to smile, inasmuch as the company was compelled to overwork in order to keep from being oversold. The Ridgway Tea advertising is another argument.

Aside from the many complete campaigns based entirely on our love for laughter, there have been a great number of other good examples of the use of subtle humor or calm pleasantry in advertising, even though more or less isolated or individual. In its early stages, all of this advertising contented itself with puns or words and sayings of double meaning, but even that mild form surely sufficed, for it is hardly essential that copy be so uproarious as to rock the reader off his chair. A little flicker of a smile, so to speak, is sufficient. Or even the mere discovery of the double meaning tends to make the mind work and leave a favorable impression on the reader, and he is left with something to think about.

Take, for instance, the old Colgate car card and poster slogan: "A Miss Is As Good As Her Smile." Or the cards the same firm ran in the Hudson & Manhattan tubes, in New York, "Take the Tube Home." A man didn't have to stop and hold his sides when he read those, but they created a great deal of favorable comment because they appealed to the imagination and carried a degree of wit along with the message.

THE APPEAL TO WOMEN

The Conklin Pen Company uses the same idea in their slogan: "Right to the Point." The Rieser Company, selling Venida hair nets, works along the same lines in their car cards showing a woman with wavy locks under the caption: "Venida Rules the Waves."

There are many others all as effective and proven effective by the fact that they excite comment. How many times have your friends said to you: "Have you seen So-and-So's card in the cars—it's pretty clever." Dozens of times people have told me about some of the good advertisements they've seen that had no other appeal than to the sense of humor.

Rit Dyes came in for its share of attention by this method. "Never Say 'Dye'—Say 'Rit'," is the familiar, pleasant-sounding message. And it attracts.

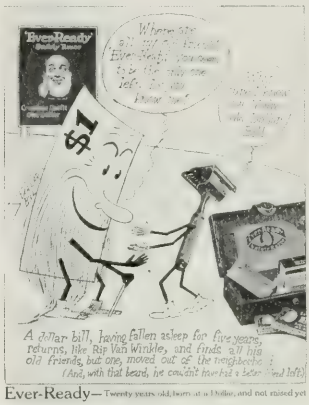
Some time ago, during the Safety First educational drive's infant development, the Ridgway Tea folks used "Safe-Tea First" with considerable success. Lately they have advertised their line as "The Tea for All of U. S."

Both timely and witty is the Sheffield Farms epigram: "The League of Rations," which pictures the several trade characters interested in the distribution and consumption of milk—the farmer, milkman, housewife, the children and so on.

A recent Washburn-Crosby advertisement for Gold Medal Flour falls

in this same classification by featuring a clown and his dog snoozing against a Gold Medal sign. The title of the illustration is, "A Good Loaf." On the back cover of a recent issue of Advertising & Selling the Thos. Cusack Company entered the punning list with "The Good Old Ship 'Business' Sails On When Outdoor Advertising Fills the *Sales*." One of the most famous of all double meanings is the National Biscuit Company's pun, "Uneeda Biscuit." Can you show me a 100 per cent serious slogan with more value than that one?





Ever-Ready—Twenty years old, born at a Dollar, and not missed yet

There are dozens of other illustrations and more coming every day. The Kapo Manufacturing Company shows a cut of its life-belt on a girl, with her hands upraised. "A Regular Hold Up" is the heading. The Beacon Sales Company starts an advertisement with "Dam a Puncture: Use the Air Container."

Then, too, there is the very pleasant little quip, "Keep TABS on Your Tongue," advertising a popular brand of candy. And Armour's Oats comes along with a car card, "The Best Cereal Story Ever Written."

All of these deserve niches in the advertising hall of fame because they are pioneers in a new field—the field of selling goods through the appeal of clean humor, imagination and mirth. For years this lighter side of life has been shunned by the "practical" businessman who had no time for such tomfoolery, but that fellow is rapidly moving toward the rear seats.

People have time to be cheerful, because it is a national trait, and if they haven't the time, they make it. Having found that out, we have only to go on making use of it. I know of a publishing firm that has collected hundreds of dollars' worth of small bills with a little comical cartoon. I know also of a national manufacturer who pulled phenomenal returns with a humorous collection system. I've collected money, settled nasty complaints, sold hard-shelled customers with letters that carried a tinge of human humor in them. One of the best circulars I ever saw was packed with chuckles. You get your readers to like you, in proportion to the spirit and the merit of the humor-interest you get into your advertising of this character.

All of these things are true for the simple reason that you and I and the other fellow have enough troubles of our own so we appreciate a chance to smile or grin just as often as the opportunity comes along. As a matter of fact, we don't wait for them to come—we go out and get them. For proof of that, consider the tickets sold for musical comedies, comedies and farces; consider the number of humorous books and periodicals sold every year—something over a million of Booth Tarkington's "Seventeen" off the presses, bought and paid for; and don't forget the pulling power of the Sunshine, Sennett, Chaplin and other so-called funny films.

Americans like to laugh. They like to be amused. They enjoy anything witty or clever.

The wise advertiser doesn't wait for them to go out and get it—he brings it to them! And it seems to me that, in spite of a decrease in that school of advertising at the present moment, it might be done far more with growing success.

Advertisers must, of course, not let their risibilities carry them away in the execution of these comic, clever or extra-entertaining advertisements. And the so-called humor must not go over the heads of the reader audiences selected.

The effective value of an advertisement is increased in the widening of its appeal to the understanding of its readers.

On this page are reproduced several excellent specimens of "good-natured" advertising which, it is safe to wager, win a high degree of favorable interest.

There is no pattern to be followed; it is better to cut your own pattern.

While it may be profitable to imitate, any advertiser who imitates knows what the logical conclusion of the reader may be.



Some characteristic appeals to good nature, in recent American periodicals

Advertising Sold as a Commodity

On August 1, 1920, The New York Globe, by going on the flat rate basis on all new business and on the expiration of existing contracts, took a decided step forward in Metropolitan journalism.

This means that any advertiser, no matter where located, can buy his space at exactly the same rate as a large local department store.

The Globe offers the sales manager the use of 180,000 high grade circulation.

The Globe's circulation is wonderfully responsive. Its rates are fair—lower to the small user than any other newspaper of the same circulation.

THE NEW YORK GLOBE

Member A. B. C. Jason Rogers, Publisher ***180,000 A Day***

Business Paper Problems Discussed

Leadership and Opportunities Theme of Annual Meeting at Hotel Astor, New York

CLOSER co-operation between the business papers to enable business paper leadership to live up to its responsibilities and take advantage of its opportunities, formed the keynote of the fifteenth annual convention of the Associated Business Papers, Inc., held at the Hotel Astor, New York City, October 20, 21, 22.

This keynote was sounded clearly and forcefully in the address of Samuel O. Dunn, president of the A. B. P., at the first joint session of all departments on Wednesday morning. Appealing for closer contact among business paper men with the problems of production, labor, transportation and others vital to the industry, Mr. Dunn, at the same time, expressed his hope that if it became necessary, in view of the increased cost of serving the business field, to raise both advertising and subscription rates, the business paper publishers would act with that degree of unanimity that the situation would demand.

Mr. Dunn and those who spoke after him through the crowded three days addressed record audiences and met with enthusiastic response. Wednesday morning and afternoon saw joint sessions; Thursday was devoted to separate sessions of the advertising, circulation, publishing and editorial departments; the annual banquet was held at the Astor Thursday evening; while the sessions concluded Friday morning with the reading of reports and the election of officers.

The National Conference of Business Papers Editors, held on Thursday in conjunction with the convention, attracted wide attention. A full program of addresses on pertinent aspects of the editor's problem extended through the day. Portions of some of the important talks are published in this issue of Advertising & Selling. A feature of all of the departmental sessions was the opportunity given to those present to discuss from the floor points brought up by the speakers.

Besides Mr. Dunn, those who spoke before the joint sessions on Wednesday were F. M. Feiker, of the McGraw-Hill Company, chairman of the general program committee; M. C. Robbins, president, *Gas Age;* E. T. Howson, editor *Railway Maintenance Engineer;* H. A. Lewis, advertising director of the *Electrical World* and *Electrical Merchandiser;* M. B. Lum, circulation manager, A. W. Shaw Co.; and Harry E. Taylor, advertising manager, *Dry Goods Economist.* Harry Tipper, manager *Automotive Industries,* delivered the principal address to the advertising departmental session, talking on "Agency Relations," as chairman of the committee handling that subject.

Better Co-operation Keynote of A. B. P. Meeting

By Samuel O. Dunn,
President of the Associated Business Papers, Inc., and Editor of "Railway Age"

IN pursuance of a resolution adopted at our last annual convention, a year ago, your executive committee considered the subject of what advance in dues of members should be made and called a special meeting of the association to act upon this and other matters, which was held at New York last April. The meeting resulted in an increase and reclassification of dues. It is very gratifying that we came through this readjustment of rates with a spirit of unanimity and good feeling which has never been exceeded in any organization. Up to this time there have been only two resignations from the association because of the change in dues and undoubtedly the increased results it will enable the association to get will prove a complete justification of it.

At your meeting a year ago action was taken authorizing your executive committee to take steps for better organization of the editors of business papers in the organization of the National Conference of Business Paper Editors.

The results which have been obtained by the formation of the Associated Business Papers, Inc., and the National Conference of Business Papers Editors have been great and gratifying, but I venture to urge upon you consideration of the question whether a still greater degree of co-operation between both the publishers and the editors in our field would not be justified by still greater results. I have in mind co-operation, first, directly to promote our own selfish interests, and secondly, to promote the interests of the industries and the people of the United States.

Within recent years all classes of business concerns have been confronted with the problem of meeting largely increased expenses, many of them also have suffered greatly from inability to obtain adequate amounts of raw materials. No industry, however, has suffered more from these causes than the publishing business. We have seen the costs of engraving, paper, printing, binding and postage advance at portentous rates. Many of us have had great difficulty in obtaining adequate supplies of paper. In many other well organized industries increases in expenses have been promptly met by advances in prices which have resulted in the various concerns in these industries fully maintaining and even increasing their pre-war profits.

There is no good reason that I know of either in law, morals or economics why concerns engaged in the publication of business papers should not adopt a similar policy. Why should we not advance our subscription rates and our advertising rates in proportion to our increased costs, over which we have no control, when we know that not only do our business necessities demand it, but that our subscribers and advertisers are receiving increased prices and increased incomes which enable them to pay the increased rates?

INCREASED PRICES URGED

Many business papers come into direct competition with each other, however, and one paper in a given field may not be able to adopt the policies necessary to protect itself unless competing publications take similar action. I know as well as any one that there are laws against agreements and combinations in restraint of trade and commerce, but the experience of concerns in other lines of business within recent years has shown that it is not only wise but safe for concerns in the same general lines of business to adopt similar policies for the protection of their legitimate interests when they do not venture over the line of fairness and sanity.

Furthermore, I think we ought to substitute the spirit and practice of co-operation for those of competition to the extent of making our advances in subscription and advertising rates sufficiently uniform that none of us by extreme competitive practices will impose undue hardships upon others. I venture to say there is hardly a business paper in this country whose pages are not today worth more to its readers and its advertisers than its readers and advertisers are paying for them, and the result of keeping our subscription and advertising rates below what is a fair basis is to impair the prestige of business papers and prevent them as a class from realizing the returns they should.

There is another kind of co-operation which I think we can carry further than we have and that is co-operation to promote the welfare of the industries of the country as a whole. There never was a time when the business interests of the country were confronted with more difficult and important problems than they are now.

The business press within the last year, through its editorial columns, has rendered a service of the first importance in presenting to business men of all classes throughout the country the facts regarding the transportation situation and the measures needed to meet it. I urge the publishers and editors of business papers to continue to keep themselves and their

(*Continued on page 42*)

Collier's
THE NATIONAL WEEKLY
5¢ a copy



Mobiloils
A grade for each type of motor

Vacuum Oil and Collier's

The Vacuum Oil Company has chosen Collier's as a leading factor in its national advertising campaign.

Read Collier's

Standardizing Newspaper Advertising

A Statement of the Aims, Policies and Methods Practiced by the A. A. A. A.

By COLLIN ARMSTRONG

National Chairman, Newspaper Committee, American Association of Advertising Agencies

FOR THIS opportunity to speak to all the various interests in advertising I am thankful. The gratifying and increasing influence of the American Association of Advertising Agencies makes it most desirable that its aims and policies should be clearly outlined and distinctly understood. The American Association of Advertising Agencies has nothing to conceal; no ulterior motives. It believes that in the last analysis all advertising has a common, basic interest. We believe that whatever is of substantial benefit to the honest advertiser is of advantage to the publisher and to the agency. That, I take it, is the creed of the Association, and the Committee, of which I have the honor of being chairman, accepts that creed without reservations.

What we are trying to do, and we feel that we have just begun the work in the last ten months, is to standardize newspaper advertising methods and practices that they may be uniform along ethical and businesslike lines, to the end that newspaper advertising may be simplified and made more profitable to all concerned. This great commercial force should function more smoothly and effectively as approach is made to ideal conditions. Those conditions will not be brought about unless we all work together for our common good.

THE COMMITTEE'S WORK

I think I am most likely to succeed in having that offer accepted by telling you as briefly as possible of the work of our committee and what has been accomplished in the last few months. We started with the conviction that the most important step to take first was to try to establish the one-price principle in newspaper advertising. Precedent was with us, in the success of the great department stores all over the country, the policy of the common carriers and of public utility corporations, of many private and corporate industries and mercantile concerns, and, in our own line, the precedent of all the standard periodicals. Indeed, in the newspaper field there is only one price to the daily purchaser and to the subscriber. Why not apply the same tried principle to newspaper advertising?

Coincident with the appointment of this committee and the receipt of mandates from those higher up in our Association, an influential special representative in New York and the publisher of one of the larger morning papers of that city showed us where to begin our undertaking. A Southern manufacturing concern, that for years has bought the space of newspapers in the South on its own terms, sought to extend that practice in many of the Northern states. Both the "special" and the publisher had declined the contracts, and were told that gross rates would not be considered until the advertiser was satisfied that he could not get the circulation he wanted on his own terms, namely, agency net rates.

These facts were promptly communicated to all of the New York newspapers and to all members of The Six Point League with the result that not one of the New York newspapers has yet carried a line of this advertising and many special representatives declined to take it at less than gross card rates. We have no means of checking up the complete results of this and subsequent efforts to convince publishers of the desirability of sticking to their rate cards in this case, but we do know that in many cases the fact that we were taking cognizance of the situation elicited a great amount of evidence from publishers that they did not propose to permit this advertiser to dictate rates to them.

Finding that we had struck a responsive chord in the hearts of many newspaper publishers and their associates, we endeavored to tell all of them what we believed to be the first and most important step to be taken to correct unbusinesslike and unprofitable practices in newspaper advertising. The first effort to reach publishers was made through the bulletins of the American Newspaper Publishers' Association and the American Press last December. But, for obvious reasons, that message did not get 100 per cent circulation.

What was really the first message to publishers was sent to them last March, addressed personally to each one of the 2,150 publishers of daily newspapers on the most accurate list we could obtain. We since have improved upon that list and, through the cordial assistance of special representatives generally, have compiled a list of the men in charge of national advertising in over 1,700 newspaper offices. So that when we send out our second message shortly, we feel pretty certain it will go directly to the man behind the gun. In the cases of the remaining 400 or more, publishers who do not utilize the valuable services of special representatives, we address the publisher by name.

What we wish is to get into personal contact with every one of them.

"Four A" Standards

OUT in Chicago last week the Newspaper Representatives' Association of that city gave a luncheon, at the Hotel La Salle, to Collin Armstrong, a leader in the movement for standardizing newspaper advertising and advertising agency practices.

The accompanying report gives very fully Mr. Armstrong's message to the Representatives and is also a message of great interest to advertisers and advertising makers in all lines.

The attention of the entire advertising fraternity in America is directed to this excellent exposition of what is being done by this body for the betterment of publishers and those who do business with publishers.

THE EDITOR.

"No Stropping—No Honing"



Putting Across the "Big Fellow" Via Newspapers

THE Big Fellow — a new style Gillette Safety Razor Set built for the big-fisted man—was introduced to the public through the medium of newspapers in May, 1920.

Evidently a large percentage of Americans are "big-fisted," for within three months, sales of the new Gillette Set had far exceeded not only predictions, but the records of the first three month's sales of any other Gillette Set.

Unique sales plans were responsible for a complete distribution of the new razor, *but moving the Big Fellow off the dealers' shelves was the job of Newspaper Advertising.*

Beating records is possible, but when sales also beat predictions born of enthusiasm, it is safe to concede that the media used were selected because of their known worth.

Newspapers produce sales in quicker time and greater volume than any other medium.

Are *you* interested in *sales?*

Invest in Newspaper Advertising

E. Katz Special Advertising Agency

Established 1888

Publishers' Representatives

NEW YORK CHICAGO ATLANTA KANSAS CITY SAN FRANCISCO

These lists have other value than that of informing publishers and advertising managers of what we are trying to help them to do. When we write to one of them, and we are writing to many of them every day, a copy of the letter goes in the same mail to the "special" representing him, if the subject calls for correspondence between the two; and vice versa if we are writing to a representative. Much time and labor is obviously saved by this system.

But to return to our efforts to help improve conditions in the newspaper advertising field. In our preliminary announcement and in the first message, as well as in the one which is about to be sent out, we have endeavored to present as forcefully and as cogently as we could why the one-price principle should be adopted by every self-respecting and ambitious publisher in the land. As the work has progressed our fund of arguments has been constantly increased by publishers and their representatives and they have given us concrete examples and experiences in support of the proposition.

THE PUBLISHER'S INTEREST

The establishment of the one-price principle in national advertising means to the publisher a clear conscience because he is dealing fairly and justly with all his advertising patrons and the satisfaction that he is getting 100 cents on the dollar for all the space he sells instead of 85 cents or less for a part of it

And to show you how small a part that is, let me cite one case that may be typical of many. A publisher, whom many of you know well, writes us that a factor in inducing him to adopt the one-price principle was an analysis of his last year's national advertising. He found that out of a total of $350,000, barely $50,000 came to him direct, and the portion of that $50,000 on which he was allowing agency net rates was a little less than $10,000. He figured that he would be happier and sleep more peacefully if he lost three per cent of his national advertising than if he discriminated in favor of a few patrons giving him that comparatively paltry amount of business.

Now, I want it distinctly understood that the agency attitude toward this question is not that of hoping to secure some or most of this direct, favored business. The great bulk of it is of a character that many agents do not care to handle. What they do feel is that their clients seeking to sell meritorious articles or commodities, many of them necessaries of life, should not be discriminated against in favor of a few competitors and a long list of manufacturers of proprietary concoctions styled medicines, some of which are a delusion rather than a benefit to suffering humanity.

The advertising agency worthy of the name devotes its entire energies, the best that is in it, to creating and developing advertising. Does the direct advertiser? He is an economist whose horizon is limited to the dimension of his till. The best answer to a direct advertiser seeking agency net rates that I know of was written by an Iowa publisher who said:

"We can't give you an agency commission until you organize a force of men who will go out and do missionary work for us and other papers, making advertisers out of people who have never advertised before and making bigger advertisers out of those who have only advertised on a small scale."

These are the functions of an advertising agency and they cannot be successfully fulfilled unless the advertising is made profitable to the advertiser, the fount from which all our blessings flow. The differential was created to secure and stimulate just that kind of advertising service for newspapers and other publications; not to help advertisers to de

It's a fact-

ay the expense of an advertising partment, for that is the reason on which most direct advertisers se their claim for agency net rates. the data could be compiled, I be- ve it would be found that national vertisers who employ agencies end more money per dollar of eir sales on their advertising de- rtments than direct advertisers.

MAKING BETTER AGENCIES

What the genuine agency wants to e brought about is a dignifying of compensation by limiting it solely agencies that are qualified and uipped to actually earn it and are honest enough to keep it, and not used by publishers as a factor in trading with advertisers or dangled as a bait before the unfit, inexperienced and unscrupulous self-elected agency.

We want a universally accepted standard by which agencies shall be measured by both publishers and advertisers with compensation from publishers limited absolutely to those who measure up to the standard. An important step toward the attainment of this condition is the establishment of the one-price principle.

This is one reason why we are in favor of it. Another is justice to our clients. They naturally want to buy the space they use at as low a figure as anyone else. We want to be able to assure them that they are getting the lowest price anyone can get. To that end we are giving to our members, as rapidly as we can secure the information, the names of newspapers that have adopted the one-price policy, some of them without qualifications, others to the extent that they will not give concessions to any advertiser not now on their books and that they will withdraw concessions from those as speedily as they can. They say in substance that they want the proverbial cherry, but for various reasons are constrained to make two bites of it.

Why isn't an advertiser as much entitled to know the ethics and business policy of a newspaper as he is to know its circulation? It is the prevailing practice with agencies nowadays, in discussing newspapers with a client, to call attention to the fact that the circulation of a paper and the character of it have been audited by the Audit Bureau of Circulations and that similar information is not obtainable regarding a competing paper.

No one wants to buy the unknown. Hence the odds are in favor of the one that lays all the cards on the table. Some agencies make the rate cards of A. B. C. audited papers easily discernible by stamping them conspicuously before filing them, so that the clerical force can distinguish them readily. As the information that publishers are giving to agencies through this committee is considered fully as important as verified facts regarding circulation, it has been suggested that the price policy of each paper also be strikingly indicated on rate cards. All of this information helps the advertiser and the agency to proceed intelligently in selecting media.

You will be interested to know that there are now approximately 350 newspapers on the lists that publishers have enabled us to compile, and now that the purposes and practical benefits of the movement are constantly becoming better understood, we are confident that the number will be doubled in the near future. We believe the time is not far distant when it will be decidedly unfashionable for a newspaper to allow agency net rates or other concessions to direct advertisers and you know that no one wants to be out of fashion. Moreover, I am hopeful that the advantages that will accrue to newspapers that adopt the one-price-to-all principle will be so

—over 2,000 advertisers regularly use the World's Greatest Industrial Paper—

The Iron Age

Established 1855

239 West Thirty-ninth Street New York

patent that no publisher can afford to pursue a different policy.

As many of you know, we have had some experience during the last year with new direct advertisers, in addition to the one that I have already mentioned, and in the most conspicuous case publishers and representatives agree that we were helpful in limiting the aggressions of the advertiser. In fact, our joint efforts were so prompt and thorough that we do not know of a single newspaper that is executing the contracts of this advertiser on his own terms. If there are any, they are exceedingly unimportant ones.

We met with nearly equal success with what may be described as an *un*camouflaged "house" agency, which, like the advertiser just spoken of, was located here in the Middle West. The last advices we received regarding that concern were that it will give up the job of trying to be an advertisers' agency, admitting that it was organized solely to handle the one account and that it never expected to apply for A. N. P. A. recognition. I speak of these cases because they prove that when publishers, "specials" and agencies work together on a proposition that they believe to be for the best and most profitable interests of the business, we can succeed.

This encourages us to approach with a good deal of confidence the task of eliminating camouflaged "house" agencies. We have been importuned by many publishers and "specials" to join them in doing so; but there is a limitation to our time and exertions; moreover, our co-laborers have agreed with us that it is wisest to take only one important step at a time. However, now that the one-price campaign is steadily progressing towards success, we may agree with our fellow-workers to give attention to the class of agencies described at the same time we endeavor to minimize, if not entirely eradicate, the free publicity evil.

I must improve this opportunity to tell you why we are interested in the suppression of "house" agencies and also in the recognition of new agencies. The American Association of Advertising Agencies does not desire to impede in the slightest degree the organization and development of real advertising agencies. If we or anyone of us cannot withstand legitimate competition, the fault is with the agency. But what we do deprecate is being placed in competition with agencies that are a subterfuge for rate cutting and which, by their lack of ability and equipment, destroy rather than create and foster newspaper advertising. That is the reason we welcomed the decision of the Recognition Committee of the New York Publishers' Association to devise a method of curtailing the activities of rate-cutting agencies, a system that we are told will shortly be put into operation.

Anyone familiar with agency operations knows that an agency organized and equipped to give complete and helpful service to advertisers and publishers cannot, on the present basis of costs, secure a profit for itself of much over three per cent on its volume of business. Trustworthy figures have been compiled, showing that some agencies did not clear that much last year, and it was the exception for an agency to make earnings much in excess of the percentage stated. Now how can an agency that rebates a third, to say nothing of a half, of its commissions to its clients render a service that will be beneficial to the advertiser or to publications? We all believe, and some of us possibly know, that there are many agencies that do a purely brokerage business, which means that they are cutting the rates of publishers. They are an element in the agency field that should, in the inter-

Reaching the Home Through the Boy



means so effective an introduction to both that an increasing number of national advertisers are capitalizing on Boy-campaigns in the Boy-field with most satisfactory returns—immediate and future.

THE BOYS' WORLD, the one NATIONAL WEEKLY in this field, with its 400,000 subscribers provides practically half of the entire available Boy-circulation—with results in proportion.

THE BOYS' WORLD

David C. Cook Publishing Co., Elgin, Ill.

WESLEY E. FARMILOE, Advertising Manager

Edward P. Boyce, 95 Madison Ave., New York
Chas. H. Shattuck, People's Gas Building, Chicago
Sam Dennis, Globe-Democrat Building, St Louis

COOK'S WEEKLY TRIO: A MILLION BOYS AND GIRLS

THE BOYS' WORLD THE GIRLS' COMPANION YOUNG PEOPLE'S WEEKLY

ests of better and more profitable advertising, be plowed under.

It is going to take a good deal of time to bring about something approaching ideal conditions in newspaper advertising, but now that publishers and their representatives are thoroughly awake to the desirability of improving conditions and one hundred and thirty-five of the leading agencies of the country are bound together by fraternal, as well as business, ties and ready and willing to do their share of the work, I sincerely believe that we will succeed in placing newspaper advertising upon a higher, more dignified and more profitable basis that will make each and every one of us proud of the fact that we are integral parts of this tremendous economic, civic and moral force.

Matteson Elected President of Agencies' Association

Jesse F. Matteson, of Chicago, will head the American Association of Advertising Agents for the 1920-21 term. Mr. Matteson who, as chief of the Matteson-Fogarty-Jordan Company, advertising agents, and a very active member of the agencies' association, has long been a prominent figure in American advertising, was elected to succeed Harry Dwight Smith as president of the Four A's at the final session of the Chicago meeting held at the La Salle Hotel Tuesday. At the same session, Walter R. Hine, of New York, was named vice-president; H. S. Gardner, of St. Louis, secretary; and John P. Hallman, of New York, treasurer.

The executive board for the ensuing term will be composed of Harry Dwight Smith, of Cleveland, retiring president; Stanley Resor, of New York; John Benson, of Chicago; A. W. Erickson, of New York; William H. Johns, of New York; Paul E. Faust, of Chicago; Harold A. Lebaie, of New York; J. Wesley Barber, of Boston; Eugene McGuckin, of Philadelphia; Henry A. Groth, of Chicago; and Ernest E. Dallis, of Atlanta.

The convention closed Tuesday night with a banquet given by the agencies' association to the members of the Audit Bureau of Circulations, also meeting this week at Chicago.

New Agency in Philadelphia

Louis A. Fehling and Warren S. Barnes, formerly of Geo. W. Edwards & Company, Philadelphia, have started a general advertising agency at 818 Perry Building, Philadelphia, under the firm name of Barnes & Fehling Company.

Mr. Fehling, who was space buyer and contact man for the Edwards agency, previously had been with the Philadelphia *Record* and the Evening *Telegraph*. Mr. Barnes was affiliated with the Curtis Publishing Company for five years, with N. W. Ayer & Son for one year, and after two years in the army joined the Edwards organization.

Sunkist Advertising Cost 66/100 of 1 Per Cent

Sunkist advertising for the year closing August 31, 1920, cost only 66/100 of 1 per cent of the delivered value of the fruit, according to the annual report of G. Harold Powell, general manager of the California Fruit Growers' Exchange. The assessment for advertising and dealer service work on lemons was raised to six cents a box, but the orange advertising assessment was continued at 2½ cents. It will be increased to 3½ cents this year. More than 119,000,000 copies of national magazines contained Sunkist advertisements last year.

Greene Directs Ferris Motor Sales

C. Floyd Greene, formerly sales manager for the Grant-Lees Gear Company, Cleveland, has resigned to become sales manager of the Ohio Motor Vehicle Company, Cleveland, builder of the Ferris automobile.

Accounts With Weinik-Hayes Co.

The Weinik-Hayes Co., advertising Agency, and Myron S. Mendelssohn, 50 Park place, New York, have secured and are now making up schedules for the following accounts:

Pitts & Kitts Mfg. & Supply Company, steam specialties; Perolin Company of America, Formetal; Julius Aderer, Inc., dental supply manufacturers; Fleischer & Company, human hair goods; New York Machinery Company, steel lockers and baling presses, and the F. & R. Company, novelties.

Business publications, newspapers and magazines will be used.

Robert Reis Sales Make Big Gain

Gross sales of Robert Reis and Company and its subsidiaries for the nine months ended September 30 amounted to $6,077,357, against $4,088,049 for the corresponding period of 1919.

When It Rains
Newsboy sales fall off.

When It Snows
Newsboy circulation slumps.

When There's a Holiday
Newsboys don't get to all the people.

Newsboy and news-stand circulation is as fickle as a weather vane.

The Kansas City Star has practically no newsboy or news-stand circulation. Its distribution is accomplished by an exclusive carrier service which delivers The Star twice every day to the doorstep of every family in Kansas City.

Rain, shine, sleet, snow, holiday or workday—the story is the same. Star circulation is rainproof, snowproof, holiday proof—100% thorough, 100% uniform, 365 days of the year.

THE KANSAS CITY STAR

Average Net Paid Circulation during September:

Morning	Evening	Sunday
210,019	214,111	213,748

Chicago Office, 1418 Century Bldg.

New York Office, 2 Rector St.

Are You "Jumpy" About Your Advertising?

Questions Concerning the National Marketing Situation Pressing for Answers

By J. D. ADAMS
Vice-President The Corman Company, New York

PROBABLY the highest level of morality which the human mind can attain is that experienced during the waking hours following an extended debauch.

It seems to me that the profession of advertising is about due for something like that—for a soul-searching self-communion incident to the painful process of sobering up.

There's nothing basically wrong with advertising—not even with a lot which has been done during the wild three years which have just passed. Just the same, it has been a debauch—brilliant, at times hysterical and frightfully costly.

GETTING THE EDUCATION

I suppose an advertising man's education is the most expensive that is conceivable. Speaking in general figures, he has to disburse, wisely or unwisely, at least a million dollars of other people's money before his judgment is sufficiently developed to make his counsel of much value. A lot of advertising men have received such an education recently.

Just what have we learned, anyway? How much of the old, time-tested dogma has been found wanting? Has some modern alchemy at last discovered how to create gold out of nothing? Has the advertising dollar a magic power to multiply itself indefinitely or does it still consist of one hundred cents?

SOME PRESSING QUESTIONS

Has anyone located a secret door into the human mind through which it is possible to slip a full-grown, able-bodied idea with one or two dazzling advertisements, or must we still employ the old method of building up this idea with many, many impressions?

Has a way been found to eliminate the element of time? Is anyone now selling good will over the counter all done up in a nicely sealed package, or must we still win it slowly according to our good works?

More specific questions puzzle me. So many new things have been tried, so much new technique has been developed, that we ought to find out quickly about any new laws which have been demonstrated.

As for example: Are seagulls and statuary the most effective symbolisms for truck axles? Do sirens disporting in exquisitely tinted foam and seaweed create a strong buying impulse for talcum? Are one-piece bathing suits a universally effective illustrative theme for anything when the visualizer can think of nothing else? Is autumn foliage a powerful analogy for the performance of an automobile? Has anyone accurately measured the pulling power of a Greek god? Is a scientist, gazing into a test tube with microscope and other laboratory properties vignetted in foreground, the right picture for a pseudo-scientific discussion of a patent remedy? Is a group of factory executives tensely studying whatever it is the factory makes, just as effective as it always was? Has anyone learned what anyone else means by the phrase "Institutional Advertising"?

Considering the millions which have been spent on these and other incursions into the unknown, it does seem as if whoever has the answers should disclose them for the good of the profession.

A CALL FOR SIMPLICITY

Personally, I can't answer them. In fact, I find myself leaning more and more to the advertising copy book maxims I was brought up on and which never yet have failed me. I still believe that if an idea isn't simple enough to be expressed simply, it isn't a good advertising idea. I believe that the one and only function of an advertisement is to convey an idea into the brain of the reader. It isn't merely a vehicle for the output of the latest popular portrayer of suggestively posed women nor is its chief purpose to create a market for engravers of colored plates.

I believe there is only one way to measure the effectiveness of an advertisement and that is by the compelling force and clarity of the idea expressed. It isn't a matter of space at all. Advertising isn't physical, it is intellectual. You can't gauge its power in terms of space or number of insertions.

Finally, I believe that spending other people's money is a serious responsibility which calls for a lot of hard brain work and study. I cannot sympathize with the point of view which considers that appropriations are nebulous quantities, useful chiefly as topics for boastful conversation and that the only real money involved in advertising is that earned in commissions. It is perhaps natural that one hundred thousand dollars means little to some advertising men, for there is nothing in their personal experience to give them an intimate understanding of such a

(*Continued on page* 21)

ADVERTISING

ADVERTISERS and the men who make advertising will be interested in what this accompanying article says under the general heading of "Sobering Up."

It will occur to many readers of Advertising & Selling that those who pay the advertising bills have had plenty of time recently in which to give sober thought—and, of course, the writer uses the word only in reference to mental processes—to the nature and value of their publicity.

Some of our readers will agree that there still is room aplenty for improvement, while others may have formed the opinion that there still are too many flowers in our printed salesmanship.

At any rate, Mr. Adams seems to hurl a challenge at those responsible for the character of the advertising to which he takes exception.

THE EDITOR.

Circulation and Rates

Rates for advertising in the Woman's Home Companion, The American Magazine and Farm & Fireside, in effect in 1921, work out as follows:

WOMAN'S HOME COMPANION

Circulation	Line Rate	Page Rate	Color Page Rate	Line Rate per Thou. Bl. & Wh.	Page Rate per Thou. Bl. & Wh.	4 Color Page Rate per Thou.
1,600,000	$10	$6,800	$10,000	.00625	$4.25	$6.25

THE AMERICAN MAGAZINE

Circulation	Line Rate	Page Rate	Color Page Rate	Line Rate per Thou. Bl. & Wh.	Page Rate per Thou. Bl. & Wh.	Tint Page Rate per Thousand
1,650,000	$10	$4,200	$5,000	.00606	$2.54	$3.03

FARM & FIRESIDE

Circulation	Line Rate	Page Rate	Color Page Rate	Line Rate per Thou. Bl. & Wh.	Page Rate per Thou. Bl. & Wh.	Tint Page Rate per Thousand
800,000	$5	$3,500	$3,900	.00625	$4.37	$4.87

We feel that you will want this information at this time.

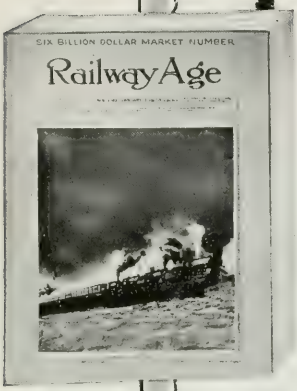
The Crowell Publishing Company

Frank Braucher, Manager of Advertising

381 Fourth Avenue, New York

Woman's Home Companion—The American Magazine—Farm & Fireside

THE HOUSE OF



Transportation is the market

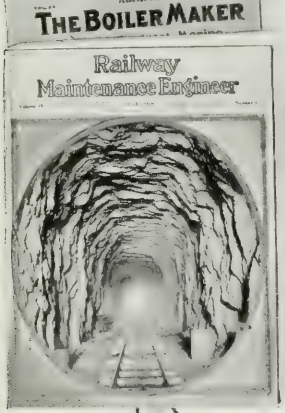
you know it. You know the demand of the world for better, by water. You realize that the solution of this big prob of transportation demands, one of *the greatest sales' markets*

But do you realize that *The House of Transportation* through means to reach those who control the purchase power of

RAILWAY

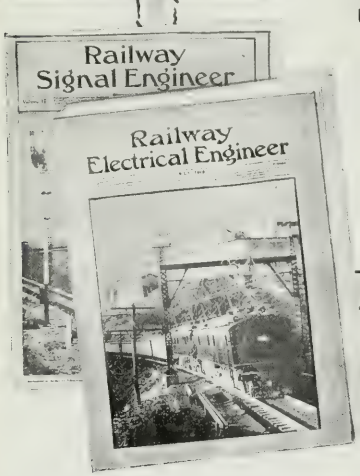
THE Railway field today is the second largest and most important industry in the world—*no industry is more highly specialized.* It functions by departments, and to meet the needs and demands of the officials of those departments, *The House of Transportation* publishes five railway papers and three cyclopedias, each devoted to distinct phases of the railway field—each of fundamental importance to those whose business is transportation, and to those whose business it is to make the vast variety of articles modern railway transportation demands: RAILWAY AGE, RAILWAY MECHANICAL ENGINEER, RAILWAY ELECTRICAL ENGINEER, RAILWAY SIGNAL ENGINEER, RAILWAY MAINTENANCE ENGINEER, LOCOMOTIVE CYCLOPEDIA, CAR BUILDERS' CYCLOPEDIA, and MAINTENANCE OF WAY CYCLOPEDIA.

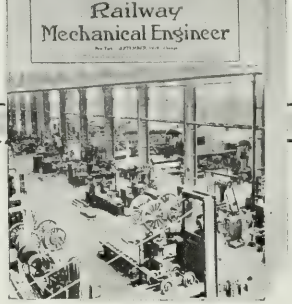
Remember, there is scarcely a product field, shop and forge which is not bought b the railways today, and the proof th manufacturers are awake to the service re dered by these publications in reaching tho who buy for railway needs is that each ye they buy over 10,000 pages of advertising— exclusive of the Cyclopedias—in The Rai way Service Unit of The House of Tran portation.

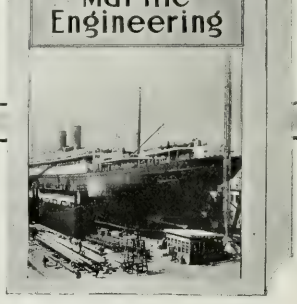


MARINE

TO meet the demand of those whose business is transportation by water for a service unit to meet their needs, The House of Transportation has established its "*Shipbuilding Unit*"—SHIPBUILDING CYCLOPEDIA and MARINE ENGINEERING. Th former pronounced "*a magnificent work prime importance,*" the latter long noted f its high standing.







SIMMONS-BOARDMAN

NEW YORK
Woolworth Bldg.

CHICAGO
Transportation Bldg.

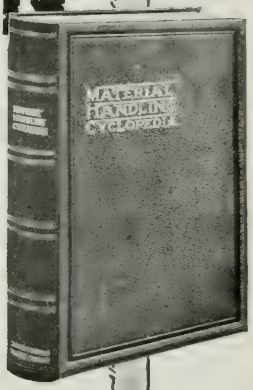
CLEVELAND
The Arcade

TRANSPORTATION

w—no need to tell you that—

fficient, more economical means of transportation by land and ords the makers of the innumerable articles which the business *rld has ever known.*

elve publications, affords you the most direct and effective eatest market?

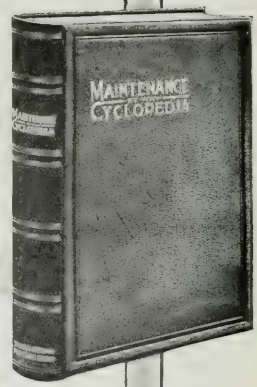


Material Handling

MATERIAL handling by means of machinery is an important factor in both production and distribution, and plays a big part in the progress of transportation both by land and water.

With this thought in mind The House of Transportation has added to its other Units a Material Handling Section consisting of the MATERIAL HANDLING CYCLOPEDIA to be published annually. In it will be gathered together and classified all machinery and appliances made in this country for handling material of all kinds. This Cyclopedia, like the others published by The House of Transportation, will contain a Catalog Section, which, due to the method of indexing, will be an integral part of the text, and will thus afford a most effective means of placing the sales message of those who make such products before all those who are interested in the great problem of efficient material handling.

Remember—*Transportation Is the Market Now*, and that as each of the above publications meets definite needs of transportation officials, each—either alone or in combination with others of this group—insures direct contact with those who control the purchase power of transportation by land and sea, right now when Transportation is the market.



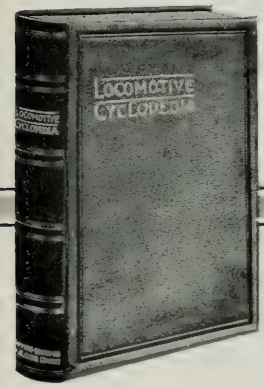
Every Publication of The House of Transportation is a member of the A. B. C. or has made application for membership.

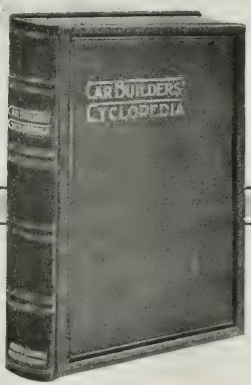
PUBLISHING COMPANY

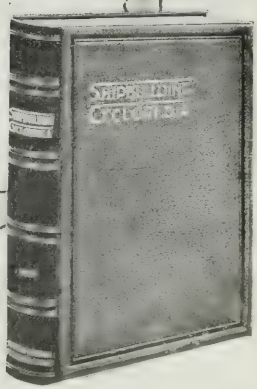
CINCINNATI
First Nat'l Bank Bldg.

WASHINGTON
Home Life Bldg.

LONDON
34 Victoria St.









The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer?

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

(*Continued from page* 16)

sum. Nevertheless it is still a very large amount of money.

MAKING ADVERTISERS "JUMPY"

I have recently learned the inside facts of a campaign in which half a million dollars was expended in a year in a way which could not possibly accomplish anything. Moreover, the reasons why it could not ought to have been manifest at the start to anyone who would have devoted to the problem half an hour of clear, common sense thinking.

That sort of thing is bad for advertising. It tends to raise doubts in the minds of conservative business men. It makes them "jumpy" when advertising men are in their immediate vicinity.

Advertising is a great force and a great profession. Soundly applied, it carries the solution of many business problems. But it isn't a panacea. It isn't magic. It isn't a Ponzi short-cut for immature boys or for palm-itching theorists. It demands the same qualities of broad experience, clear thinking and hard work as any other phase of business.

Advertising is all right, but it needs to sober up.

Advertising to Make Public Save and Invest

The American Bankers' Association Hears of a Comprehensive Co-operative Advertising Campaign

By FRED W. ELLSWORTH
Vice-president, Hibernia Bank & Trust Co., New Orleans

IF IT is logical and sensible to advertise in order to persuade folks to spend, is it not just as logical and just as sensible to advertise for the purpose of persuading people to *save*, or *invest*, or otherwise conserve their means? If such a plan *is* logical, how shall it be undertaken, and by whom? The best answer to this question rests in certain collective and co-operative movements already planned and concerning which I want to talk to you for just a few minutes.

The Savings Bank Section of the American Bankers' Association is right now working on a comprehensive plan for advertising thrift among our people, as it never has been advertised before. The savings banks of the country realize that in spite of the fact that millions of our people have savings accounts, the habit of thrift has not yet taken hold in America as it should.

The Trust Company Section, through its publicity committee, has arranged a nation-wide advertising campaign designed to acquaint the general public with the various forms of service which trust companies are equipped to render. Several hundred of the trust companies of the country have subscribed to this advertising campaign, and it is expected that this campaign will prove so genuinely worthwhile that the second and succeeding years will witness a permanent and ever-increasing campaign participated in almost unanimously by the progressive trust companies of America.

HOW NEW ORLEANS ADVERTISES

In various cities throughout the length and breadth of the land, the banks are getting together and are advertising collectively, thus strengthening the appeal, co-ordinating the message, increasing the amount of advertising, and actually decreasing the cost. As a concrete illustration of what may be termed as community advertising, let me refer to what the New Orleans banks are doing. For some time, they have been conducting a continuous advertising campaign in the New Orleans dailies, emphasizing those functions which are common to all of the banks—savings and trust business. In addition to these two subjects, "blue sky" investments have also been featured. This advertising is handled by a committee consisting of one representative from each bank. This committee meets regularly once a week at lunch and discusses advertising copy, and also incidentally handles "without gloves" all applications for undesirable "complimentary" advertising that have come to the various banks during the week. By means of this collective effort, the banks of New Orleans are able to tell their story to the New Orleans public in a big way every business day in the year. And this, of course, is supplemented and strengthened by the individual advertising of the several institutions.

That the banks of the country are awakening to the importance of keeping in touch with the public is well evidenced by the remarkable growth in recent years of the Financial Advertisers' Association. This Association started only four years ago, and now has a membership in excess of 500, and every member is intimately in touch with the publicity or public relations of his institution. The work that this Association is doing, both by individual effort and as an Association, in practically every important community in this country, is producing definite results in acquainting Mr. Average Man with the essential part that the banker plays in the commercial, and industrial, and agricultural program of the community.

One of the several activities of the Financial Advertisers' Association consists of a portfolio of selected advertisements of various kinds, gathered from among the members of the Association, and distributed in turn to the members for the purpose of informing them as to just what the live, progressive banks of the country are actually accomplishing by way of intelligent, consistent, continuous advertising. The members are invited to make use of the ideas contained in this portfolio, and naturally this practice is raising the standard of bank advertising, and will increase the results that can be obtained from intelligent bank publicity.

PUBLIC RELATIONS COMMITTEE

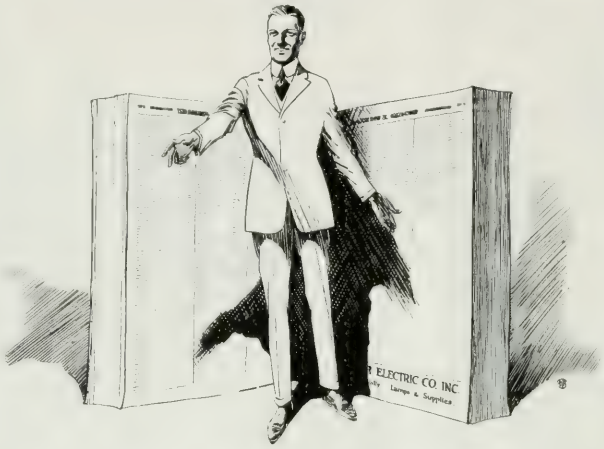
Probably the most significant concrete action of the American Bankers' Association in recent years along the line of intelligent, continuous, educational publicity, was the authorization of a committee on public relations. This committee has a big purpose and with proper support and the undivided co-operation of the members of the American Bankers' Association, it can produce tremendous results by way of popular-

izing the profession of banking, making known to the average man just how necessary are the banker and his activities to the business world, and how genuinely helpful and advantageous are the functions of a bank to the individual, the firm, the corporation, the community and the nation. Mr. William P. Sharer, chairman of this committee, in his report to the executive council at Pinehurst last spring, said:

"After spending some six or seven months since my appointment as chairman in investigating the possibilities of public relations, I am firmly convinced that great benefits to the banking profession and to the association lie in an encouragement and enlargement of this work. In general, the banker is one of the least understood components of our economic existence and not only least understood, but misunderstood, more, possibly, than any other profession. This is due, no doubt, to the inherent modesty characteristic of bankers as individuals and also in the business distinction and sedateness to which they as a class aspire.

"Advertising and publicity, however, have been established and dignified business functions for years. Proper public relations through publicity and other methods violate no decorum of business practice and the acceptance of such methods by individual banks in the building up of their business is evidence enough of the success of such work."

The value which the Public Relations Committee—or as is provided in the proposed new constitution of the Association—"The Public Relations Commission"—can be to the Association, to the banking profession, and to the general public, naturally depends on the amount of financial and moral support that it receives from the Association. As one of the members of this committee, I have been in more or less intimate touch with its operations during the past year, and therefore feel competent to express an opinion as to its possibilities. In my judgment, the Association can well afford to make this committee one of the most important committees in our organization. An appropriation of $25,000 would be little enough as a starter, and I am here to say that in two or three years from now, if not sooner, the committee with a minimum appropriation of $250,000 could give a better account of itself on a bigger, broader and more constructive basis than most of the committees that have functioned during the life of the Association. 'Too much money,' you say? Well, it was only a few days ago that I read that one of the big gum manufacturers who spends annually several million dollars of advertising money announces a half million dollar increase in his advertising appropriation for 1921. If one man can spend several million dollars a year advertising gum, it seems to me entirely feasible that 20,000 banks working collectively, and each contributing an average of only $12.50 annually, can afford to spend $250,000 advertising their banks.



"YOUR PRODUCT SPEAKING"

Millions of Times Daily

to users of telephone directories in New York State and Northern New Jersey.

Telephone Directory Advertising doesn't cost much and it certainly produces the desired results. 80% of the advertisers who use it now renew or increase their space regularly.

Consult us *now* about space in the next issues.

NEW YORK TELEPHONE COMPANY

P. W. ELDRIDGE, Jr., *Sales Mgr. Dir. Advtg.*

1261 Broadway at 31st Street, New York

Telephone Vanderbilt Official 130

American Engineering Co. in Cincinnati

The American Engineering Company, Philadelphia, has opened an office at 207 Neave Building, Cincinnati, in charge of M. M. Masson, for extending representation and service of the Taylor Stoker.

Kelley Advertises Templar Motors

The Templar Motors Corporation has placed its advertising in the hands of the Martin V. Kelley Company. This account will be handled through the Agency's Toledo office.

Beckman on the "Loyal American"

James W. Beckman, assistant sales manager of the O. Armleder Co., manufacturers of trucks in Cincinnati, has been appointed associate editor of the *Loyal American*, the official organ of several soldier organizations. He will retain his position with the O. Armleder Co.

Much Interest in Direct Mail Advertising—A Brilliant Convention Program

Advertising men are taking great interest in the third annual convention of the Direct Mail Advertising Association and Association of House Organ Editors which opens in Detroit on October 27 and lasts three days.

The Michigan Inter-City Advertising League has abandoned its plan of having a separate convention and will merge its meeting with the Direct Mail Association. It will have one meeting of its own, however. Between 500 and 600 delegates will attend, coming from all over the country and Canada.

Campbell Ewald Company, Detroit advertising agency, will have an exhibit showing its direct mail division. The Advertisers Bureau of Detroit will also exhibit. Twenty-three printing, paper and advertising concerns have engaged booths.

The convention will hear the following addresses: "How Direct Advertising Helped Build a National Business," Martin L. Pierce, merchandising manager, Hoover Suction Sweeper Company, North Canton, Ohio; "Eight Per Cent and Better, Inquiries From Circular Letters," D. H. Nelson, agency supervisor, Massachusetts Bonding & Insurance Company, Saginaw, Mich.; "Putting the Big Ben (Human Interest) Talk Into Booklets, House Organs and Letters," W. S. Ashby, advertising manager, Western Clock Company, LaSalle, Ill.; "Selling 75,000 Women a $61 Proposition Entirely by Mail," G. Lynn Sumner, president, Woman's Institute of Domestic Arts & Sciences, Scranton, Pa.; "Successful Direct Advertising to the Farm Field" (illustrated with stereopticon slides), O. A. Brock, sales and advertising manager, Keystone Steel & Wire Company, Peoria, Ill.; "Building Good Will by a House Organ," J. R. Shultz, managing editor, DuPont Company, Wilmington, Del.; "The Part Effective Business Letters Play in the Success of a Direct Advertising Campaign," Prof. Edward Hall Gardner, University of Wisconsin, Madison, Wis.; "Selling Jewelers Direct by Mail," W. B. Griffin, advertising manager, Holmes & Edwards Division, International Silver Co., Bridgeport, Conn.

Thursday will be devoted to the following speeches, followed by discussion, as in all cases, and the Annual Swap-Fest in the afternoon: "The House Organ That Helped Build a Business," P. C. Leffell, publicity director, Chicago Mill & Lumber Company, Chicago, Ill.; "Getting Dealer Co-operation by Direct Advertising," M. E. Yadon, advertising manager, Bradley Knitting Company, Delevan, Wis.; "27% of a Business From Direct Advertising Leads," Frank L. Chance, advertising manager, Holcomb & Hoke Manufacturing Company; "How Direct Advertising Materially Helped in Building the World's Biggest Drug Business," George C. Frolich, president, Pilgrim Publicity Association and manager drug department, United Drug Company, Boston, Mass.; "Paving the Way for the Salesmen by Direct Advertising," C. W. Giller, advertising manager, Shelby Salesbook Company, Shelby, Ohio; "The Postal Situation—Its Message to Direct-by-Mail Advertisers," Honorable J. C. Koons, first assistant postmaster-general, Washington, D. C.; "What Standardization Means to Direct Advertisers and House Organ Publishers," George A. Heintzman, advertising manager, Dexter Folder Company, New York, N. Y.

Closing the convention on Friday will be addressed as follows: "Making Your National Advertising Effective by a House Magazine to Customers and Prospects," Wm. A. Biddle, advertising manager, American Laundry Machinery Company, Cincinnati, Ohio; "Where the Printer Can Help the Direct Advertiser and House Organ Publisher—and Especially What the U. T. A. Means to the D. M. A. A. Members as Well as All Printing Buyers," Fred W. Gage, treasurer United Typothetae of America (of Gage Printing Company, Battle Creek, Mich.); "Increasing Direct Advertising Returns by Personalizing," A. J. Rogers, advertising manager, Nordyke & Marmon Company, Indianapolis, Ind.; "The Importance of Giving a High Degree of Care to Mechanical Perfection in Direct Advertising," B. A. Dahlke, Dahlke Stationery & Manufacturing Company, Buffalo, N. Y.; "Turning Indiscriminate Names Into Buyers by Direct Advertising," Leon A. Soper, mfg. sales service, Phoenix Mutual Life Insurance Company, Hartford, Conn.; "Good Lists, How to Get Them and How to Keep Them Good—From the Angle of the National Advertiser," C. P. Ufford, manager, Trade Extension and Research Departments, B. F. Goodrich Company, Akron, Ohio; "Good Lists, How to Get Them and How to Keep Them Good—From the Angle of the Mail Order Advertiser," R. B. Rope, Larkin Company, Buffalo, N. Y.; "Direct Advertising for the Retailer," S. N. Baskin, advertising manager, House of Kuppenheiner, Chicago, Ill.; "Unusual Direct Advertising—Using Your Regular Correspondence to Build Good Will," Louis Balsam, correspondence supervisor, Lewis Manufacturing Company, Walpole, Mass.; "Making Every Direct Advertising Dollar Bring Back Five," R. J. Rehwinkel, advertising manager, McCray Refrigerator Company, Kendallville, Ind.



BUSINESS DISTRICT, ANDERSON

"Star" Lights on Indiana—
A Gleam or Two on Anderson

Anderson, a thriving Indiana city of some thirty thousand and the county seat of Madison County, lies some thirty-eight miles northeast of Indianapolis.

Among the many manufacturing interests which make their home in Anderson the largest is the Remy Electric Works, which alone gives employment to approximately twenty-six hundred workers.

There are two excellent newspapers in Anderson, yet in the city proper 762 daily and 1,450 Sunday copies of The Star are sold, while Madison County takes a total of 1,474 daily and 2,121 Sunday copies of The Indianapolis Star.

It is the progressive, financially able class of people who buy Indiana's metropolitan daily, in Anderson, as in all Indiana cities. Data gathered from 28 cities in a 75-mile radius of Indianapolis show that one out of every five business and professional men reads —

The Indianapolis Star

Largest Morning and Sunday Circulation in Indiana

Eastern Representative: Kelly-Smith Co., Marbridge Bldg., New York
Western Representative: John Glass, Peoples Gas Bldg., Chicago

CHICAGO EVENING AMERICAN

IS there any *three* cent evening newspaper in this country (other than the *Chicago Evening American*) with a circulation of about 350,000 net paid daily average



Note Of course, we all know about the New York Evening Journal—but IT is in a class all by itself.

CHICAGO EVENING AMERICAN

ELLS AT THREE CENTS PER COPY

"U.S. Government Statements"

Chicago Evening American
Circulation Statements for Four Years

Oct. 1, 1917 326,998
Oct. 1, 1918 325,017
Oct. 1, 1919 339,721
Oct. 1, 1920. 364,769

We believe the CHICAGO EVENING AMERICAN has the largest 3-cent daily circulation in this country—of course, barring Hearst's New York Evening Journal.

CHICAGO AMERICAN

Member Audit Bureau of Circulations.

ELLS AT THREE CENTS PER COPY

EXPORT ADVERTISING and SELLING

A Department of Foreign Trade Extension Service

Winning South American Trade

Energetic, Seasoned Competition Enters Into Our Consideration of This Very Neighborly Market

By CLAYTON SEDGWICK COOPER

Author of "Understanding South America," "The Brazilians and Their Country," etc.

THE WORD "winning" is used with premeditation, in the sense of a race to be won, a race in which our competitors are trained for the contest as we in the United States are not. South American trade will not be conquered merely by wishing for it, nor by writing pleasant compliments about Latin America, nor by a sudden dash of advertising, or starting business agencies. It is going to be a contest, and this pearl of great price, the markets of a freshly developing continent, is to be won by effort, by most thoughtful organization, and the most efficient service of which the best American brains and skill are capable.

FOUR ESSENTIALS TO SUCCESS

There are four essentials needed for winning South American commerce: money for investment in South American enterprises, reciprocity of trade between the northern and southern Republics, sympathetic understanding, and adaptability to business methods in use among South Americans.

It is of prime importance to help these republics, now on the threshold of great development. Capital is needed to build their railways, to construct their ports and shipping appliances, to tunnel their mountains, to open up their mines, to furnish their cities with electrical power for public service works, and to develop their latent industries. By such use of capital American business will gain a business foothold and command the sympathetic co-operation of the South Americans.

That trade follows the dollar is a truism. South Americans are Latins by heritage, and their traditions differ from our Anglo-Saxon ones, but South Americans are as human as are the Chinese, or the Egyptians, or East Indians, or any other race when it comes to giving a preference to those who pour money into their country's development. One needs only to observe the hold of the Englishman upon Argentina through the millions of pounds spent on railways in that country to realize the value of money investment as a pledge for future trade.

It is surprising even to first travelers in South America to note the way in which foreigners have gained a foothold in Latin American enterprises. Why do not the South Americans do these things for themselves, one asks. Why call in foreign capital and foreign leadership in relation to such enterprises as furnishing hydro-electric power to run the tramways and light plants of such important cities as Rio de Janeiro and Sao Paulo?

Why has the Peruvian Corporation with its British backing gained control of the great railway systems in Peru?

The answer to such queries lies far back in the historical and racial background of South America. For centuries this country lay beneath the spell and control of mediaeval Spain and Portugal.

NON-COLONIZING ELEMENTS

The Spaniards and the Portuguese of the 16th century were great explorers, hardy adventurers, and born to endure hardships of the severest kind on sea and land. But they were not colonizers as were our early American settlers. Agriculture and the routine of daily toil in mines or on farms were repugnant to them. These early gentlemen adventurers, caring only for the treasure of South America for themselves and their kings in the old country, gave South America a bad start as far as inter-

(*Continued on page* 30)



The City of Cuzco, Peru, in olden days the center of the Incas fre worshipping faith

Farm Life and the Big Dailies—

Farm Life Families who Subscribe to Daily Papers

	Replies	Take Met. Daily
Alabama	195	16
Arizona	12	1
Arkansas	151	6
California	50	3
Colorado	33	17
Connecticut	24	2
Delaware	22	7
Florida	65	2
Georgia	290	68
Idaho	43	14
Illinois	417	89
Indiana	581	117
Iowa	117	20
Kansas	98	12
Kentucky	248	72
Louisiana	70	22
Maine	44	4
Maryland	55	11
Massachusetts	36	11
Michigan	201	26
Minnesota	170	29
Mississippi	252	66
Montana	73	5
Nebraska	69	18
Nevada	3	1
New Hampshire	12	6
New Jersey	29	1
New Mexico	14	4
New York	189	15
North Carolina	215	2
North Dakota	125	19
Ohio	336	67
Oklahoma	121	12
Oregon	53	11
Pennsylvania	335	52
Rhode Island	7	1
South Carolina	96	9
South Dakota	85	12
Tennessee	184	5
Texas	243	48
Utah	18	1
Vermont	32	2
Virginia	206	3
Washington	72	20
West Virginia	109	18
Wisconsin	134	30
Wyoming	13	2
	6,115	983

Arkansas Gazette	13
Atlanta Constitution	56
Atlanta Journal	17
Baltimore American	10
Baltimore News	5
Baltimore Sun	7
Birmingham News	16
Boston Globe	6
Boston Post	18
Chattanooga News	5
Chicago American	6
Chicago Daily Journal	15
Chicago News	13
Chicago Tribune	26
Cincinnati Post	33
Cincinnati Times	10
Cleveland News	12
Cleveland Press	6
Cleveland Plain Dealer	12
Dallas News	19
Dayton Daily News	5
Detroit Journal	6
Detroit Free Press	8
Denver Post	9
Fort Worth Telegram	17
Houston Chronicle	15
Idaho Daily Statesman	8
Indianapolis News	43
Indianapolis Star	39
Indianapolis Times	17
Kansas City Journal	9
Kansas City Post	12
Kansas City Star	25
Louisville Courier	27
Louisville Herald	17
Milwaukee Sentinel	9
New York Herald	8
Oklahoma Times	5
Omaha Daily Bee	20
Omaha News	13
Philadelphia Inquirer	6
Philadelphia News	14
Philadelphia Record	9
Pittsburgh Dispatch	10
Pittsburgh Gazette	16
Pittsburgh Post	7
Savannah Morning News	10
Shreveport News	10
Sioux City Tribune	11
Spokesmans Review	13
St. Louis Globe Democrat	94
St. Louis Star	13
St. Louis Times	6
Toledo Blade	25
Toledo News Bee	17
Misc.	95
	983

(Table based on newspaper tabulation from the questionnair.)

The returns to Farm Life's questionnaire showed that in all about 60 per cent of the subscribers read some kind of a newspaper.

But 44 per cent read small dailies and country weeklies of a few thousand circulation which are only included on a very few of the largest national advertisers' lists.

Of the 6,115 readers of Farm Life who replied to this questionnaire only 983 or 16 per cent are readers of those metropolitan daily newspapers shown in the table. These are the newspapers most national advertisers use, but few, if any national advertisers use all these papers.

Study the figures and calculate the percentage that YOUR newspaper list is reaching.

The newspapers like the general magazines have their important place, but that place is chiefly in the cities.

To sell Farm Life readers you must use Farm Life.

The Farm Life Publishing Company

THE JOHN M. BRANHAM COMPANY

ADVERTISING REPRESENTATIVES

NEW YORK CHICAGO DETROIT CLEVELAND
ST. LOUIS KANSAS CITY ATLANTA SAN FRANCISCO

SPENCER, IND.

Farm Life

"How Can I Choose Be Business Papers



"HOW can I choose between two business papers in the same field?" said the advertising man to the McGRAW-HILL representative. "Suppose I want to reach a certain field. I have a limited amount of money with which to do it. There are two prominent papers catering to that field. Both have a large circulation. Both appear to be well read, and, in so far as I can discover, both are highly regarded by their readers. Both carry considerable advertising.

"Being at best a layman in the technicalities of their field, I cannot, personally, get a dependable idea of the respective value of their editorial character to that field.

"In brief, my slight knowledge of them and their field is insufficient for me to determine their relative merit as a medium of advertising to this field. Superficially, they seem to be on a par; and both are ably 'sold' by their representatives.

"And yet I simply have to decide between them. The money I have available is insufficient to cover satisfactory space representation in both. One must be chosen. But how shall I choose?

"That," continued the Advertising Man, "is a problem that I am often up against.

"Subsequent developments in a number of cases lead me to believe that on those occasions I have chosen wrongly. But how can I tell? You people publish business papers. You ought to be able to give me a lead in this thing. I am sure that there are many others like me who are often perplexed in the same way. I believe you can help us."

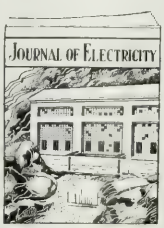
* * * * *

"With all the pleasure in life," responded the McGRAW-HILL man.

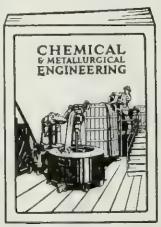
"From what you say, I should judge that you have been overlooking an element that is the key to the solution of your problem.

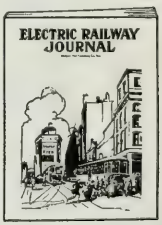












tween Two
in the Same Field?"

"Bear in mind that for a great many people that problem is already solved. They KNOW because they went ahead and spent their money to find out.

"Having determined—by actual trial—which paper is the most productive means of reaching that field, they concentrated in that paper their appropriation for covering that field.

"Therefore, in my opinion, your surest and best guide is to discover the number and character of concerns advertising products similar or related to that in which you are interested, which are exclusively using one of the two publications you have in mind to reach the field they serve.

"Then compare your findings. The publication which makes the best showing when put to this test will, I believe, prove best for your purpose."

* * * * *

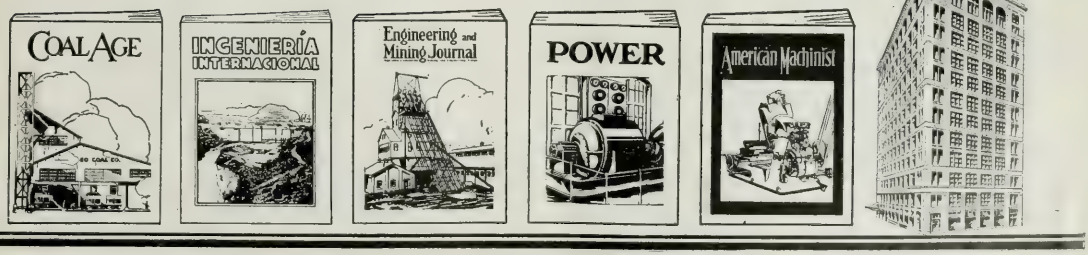
The eleven McGRAW-HILL publications are always ready to meet this test.

In every field served by these eleven engineering and industrial journals leadership has been earned by service, and is demonstrated by the number of prominent concerns able and willing to advertise wherever they can do so profitably, who concentrate in McGRAW-HILL publications their advertising to the fields those publications serve.

McGRAW-HILL COMPANY, Inc.

TENTH AVENUE AT 36th STREET

NEW YORK



(*Continued from page 26*)

nal, national, industrial and agricultural development was concerned. Furthermore, the natural proclivities of the Latin race for politics, for gentlemanly pursuits, for the literary and artistic side of life were encouraged at the expense of training in the practical utilitarian enterprises primarily needed to conquer the land and to erect industrialism. Consequently when these states threw off the yoke of the mother countries in the early days of the 19th century, they found their republics with an intelligent and cultured class at the summit of society, with no middle class, and below a more or less ignorant and primitive laboring population composed largely of Indians and mestizos, with many negroes in the tropical section. Altogether the population were like helpless children in the midst of their riches of natural resources, which required above all the modern arts of science and modern industry to unlock their treasures.

It was natural, therefore, for Latin Americans to turn to the British, to the Germans, and to the North Americans, not only to furnish the mechanical appliances, but also the means and the men with which to establish the basic foundations for their material prosperity. While these countries can boast of great gentlemen and patriots like Bolivar, Valdivia, Pizarro and Cortes, they have lacked such leaders as Fulton, and Morse, and Edison, and Harriman. Today in the larger republics like Peru, Chile, Argentina and Uruguay, investments are practically as safe as in the United States, since revolutions of any moment have been conspicuous by their absence in these republics for many years.

The opportunities for showing South Americans that we believe in them and want their trade at present are great and none of them more important than the opportunity of large American combines to assist these South American republics in a financial way, taking in return both excellent security and the promise for future trade.

RECIPROCITY OF TRADE

Another necessity in gaining commercial standing in South America lies in the realization that trade must go both ways between the northern and southern portions of this continent. South America has invaluable products and raw materials to send to us such as the nitrates of Chile, the wool and meat products of Argentina and Patagonia, the copper and alpaca of Peru, the cocoa and ivory nuts of Ecuador, and the rubber, coffee, timber, and manganese of Brazil. In return these nations want our manufactured products of all kinds. They need our agricultural and railway machinery, our chemical products, our automobiles, our electrical appliances, our industrial equipments for mills and factories, and also our technical experts and engineers to assist in the construction of their new mechanical and mining enterprises.

There was never such an opportunity for this reciprocity of trade as at present with new steamship lines, both for passengers and cargo down the West Coast between New York and Valparaiso, and new lines of ships about to be inaugurated down the East Coast, together with other sailings between New Orleans and the West Indies to the Pacific Coast through the Panama Canal.

Just at present the British are following their traditional method of winning trade by sending commissions and delegations in their own ships to Chile and to other countries, using the method of friendly acquaintanceship between business men —a tremendous leverage, in gaining Latin American trade.

Wealth in Short Stories

BOYS' LIFE has not only gathered about the best writers of boys' stories in the country, but has in addition made a special effort to interest writers of adult fiction in the work of writing stories for boys. In this the magazine has been unusually successful, so successful in fact, that it is able to offer its readers such exceptional short stories as those included in the series of Kit Carson tales by J. Allan Dunn, the western series of Reddy Brant stories by W. C. Tuttle and the series of stories of scouting in Africa by Captain A. P. Corcoran.

These authors will write boys' stories exclusively for BOYS' LIFE in 1921 →

Dan Beard
Joseph B. Ames
E. L. Bacon
J. Allan Dunn
W. C. Tuttle
Capt. A. P. Corcoran
Ed. Leonard
Lynn Gunnison
John Garth
Irving Crump
Geo. G. Livermore
Belmore Browne
Wilbur S. Boyer

Other writers and artists who will contribute to BOYS' LIFE are:

Authors Who Will Write for *BOYS' LIFE* during 1920-1921

Ida M. Tarbell
Ralph Henry Barbour
Percy K. Fitzhugh
Brewer Corcoran
Albert W. Tolman
Dillon Wallace
Denzil C. Lees
James Ravenscroft
Ed. L. Carson
Joseph Kescel
Arthur S. Chapman
F. A. Collins
Edwin Cole
Wm. L. Gaylord
Arthur F. Rice

Artists Who Will Illustrate *BOYS' LIFE* during 1920-1921

Chas. Livingstone Bull
Charles S. Chapman
Joseph Easley
Clyde Forsythe
Henry C. Pitz
Frank J. Rigney
Bert L. Salg
Remington Schuyler
Gordon Smyth
Harold Anderson
Leslie Crump
Douglas Ryan
Clinton Balmer
Douglas Duer
John R. Neill

BOYS' LIFE
THE BOY SCOUTS' MAGAZINE
The Quality Magazine for Boys

200 Fifth Ave.
New York City

203 So. Dearborn St.
Chicago

Member A. B. C.

It must always be remembered that sentiment and favorable regard born of knowing the people with whom we trade are vital factors in securing commercial footholds in Latin America. It is necessary for Americans to study the problem of what South Americans want from us quite as much as to plan what we want to sell to them, if we expect to build up a strong, permanent foreign business with these nations.

Unless South America as well as North America prospers by our trade relationships we cannot in the long run be successful. It is encouraging to note that our import as well as our export trade with Latin America has been rapidly increasing of late, as the following statistics will show:

FOREIGN TRADE FIGURES

Total value of merchandise imported from and exported to South America by the United States during January and the seven months ended January, 1920, compared with corresponding periods of the preceding year:

	Month of January	
	1920	1919
Imports	$77,938,965	$36,018,707
Exports	39,627,288	52,026,810
	Seven months ended with January	
	1920	1919
Imports	$499,651,348	$338,580,606
Exports	245,021,991	216,251,065

SYMPATHETIC UNDERSTANDING

Allusion has already been made to the fact that the South American is ruled more largely by sentiment than are the people in the colder climates of our Anglo-Saxon land. Feelings lie near the surface in Latin America as they do in Japan. Criticism of South American habits of life or business procedure is inimical to gaining trade with these people. Salesmen and advertisers dealing with South America should remember that as a rule there is no color line among these republics and that the attitude toward women is different by tradition than it is with us.

It should also be remembered that a strong Oriental strain permeates South America, having been inherited from the Moorish dominion of Spain and Portugal for several centuries.

When, therefore, the South American shudders at talking business with the brusque directness of the Northerner and requires politeness and culture as an introductory means to talk business, the North American will do well to fall into line, and "when in Rome do as the Romans do." It is true that the adaptability of the Germans has greatly assisted their enterprises in winning South American trade.

They have studied carefully the South American's temperament, his wants and his character. They have learned Spanish and Portuguese before going to these republics and have considered seriously the question of the "what" and "how" of South American business.

If the North American manufacturer or exporter in sending his agents to South America, or in his first letters, or through his personal contact with these people always will keep in mind the necessity of putting himself in the South American's place and securing the mental point of view of his customer he will seldom have difficulty in obtaining business or conducting it. Half of the trade errors with South Americans have occurred through this inability or inattention on the part of American business men.

ADJUSTING OUR BUSINESS METHODS

The fourth and vital essential in winning Latin American trade resides in the proper adjustment of our methods of business to suit the Latin American desires and temperament. This topic is hackneyed enough, but so long as we are losing South American trade by our indifference to certain details of business intercourse it is a subject that must be considered.

In spite of the great wave of enthusiastic admiration that swept across South America by reason of the results of American participation in the late war, the most recent observations in these southern republics prove that no amount of admiration and sentiment will take the place of business methods approved in South America in winning trade. Business is business in South America and when it comes to economics the South American will favor Germany, France, England, Japan, or any other country which caters most carefully to his national demands and idiosyncrasies.

The situation along this line was expressed by a business man returning from South America whose views were published in the New York *Times* on June 13th. Among other things he said:

"It is unfortunate that American busi-

(*Continued on page 34*)



CHARLES SANDERSON

When Charlie Sanderson graduated from Cornell University he immediately entered the publishing business. For some years he was with the Brooklyn Eagle and the Frank Munsey papers, and for a number of years now he has been a valued member of my organization. The fact that he married a Publisher's daughter (the only child of my old friend Harry Brooks, who "brought me up" on the Elmira Telegram) is, perhaps, partly responsible for the fine success he has made.

Lane Block

Worcester Telegram

The October 1st government statement of THE WORCESTER TELEGRAM shows 36,153 Circulation. This is an increase of more than 1600 copies over the last statement, and more than 4500 more than the next nearest Worcester newspaper.

THE TELEGRAM continues to lead all Worcester papers, not only in circulation, but in advertising volume. It carries more local advertising, and also more total advertising than any other Worcester newspaper, not only seven days per week, but also six days per week.

In Worcester, it's THE TELEGRAM.

Serial Adv. No. 19

The *Fifth Estate* and Its Interpreter

At one time the King was supreme.

Then the powerful Nobles wrested from him a share in the ruling power.

Then the Common People, by industry and education, became aware of their own strength, and forced their entry to the councils of the nation.

About the time of the American Revolution, Edmund Burke said: "There are three estates in Parliament, but in the reporters' gallery yonder there sits a Fourth Estate more important far than them all."

From that day the Press was known as the Fourth Estate, and King, Nobility and Commons were compelled to recognize it as a force in the government. It was an influence that, by sheer will and intelligence, has become one of the dominating elements in the political and social life of the world.

¶

Nor is this true alone of monarchies. What would the will of the President be worth without the support of Congress? What would the will of Congress be worth without the support of the People? How could the will of the People be made operative without the support of the Press—the Fourth Estate?

The Moving Picture is today the Fifth Estate, by virtue of the fact that it has come into the life of the people, not merely as a plaything, but as a revelation of

their own existence, in form so vivid and true that for the first time in history they recognize themselves as they are.

The Moving Picture is the Fifth Estate because it is Democracy's own child and not the outcome of an intellectual movement, a political upheaval, a religious revival. It is the Fifth Estate because the vast, mute, unlettered masses, demanding a voice, found it in the Moving Picture—a silent voice, speaking the language of common men.

It is the Fifth Estate despite the fact that its speech is not always coherent, despite the fact that certain academic snobs are prone to look upon it with scorn, despite the fact that unscrupulous men frequently betray it for quick profit, despite the fact that it has not even yet found the keynote of its full diapason.

¶

It is the Fifth Estate because it lives in the hearts and the lives of the millions, because it is armed with the magic sword of simplicity that severs all Gordian knots and cleaves down into the fundamental meaning of things.

It is the Fifth Estate, last-born of Humanity's brood—yet who shall say that it shall not be first in influence?

The recognized mouthpiece of the Fifth Estate in this country today is

PHOTOPLAY

Let the name stick in your mind; it's imitated

JAMES R. QUIRK, PUBLISHER

350 NORTH CLARK STREET
CHICAGO

NEW YORK OFFICE : : 25 WEST 45th STREET



Scene in a large hacienda in the interior of Peru, where wool growing is a huge industry

(*Continued from page* 31)

ness men have not done all they should have done to follow up the great wave of admiration for their country which has swept over South America. The total volume of American trade with South America is greater than it was before the war, but the fact remains that Americans have not been able to hold all the gain which the war brought to them. Importers in South American republics have turned again not only to Great Britain but also to Germany. This is true of some of the most pro-Ally business houses in Argentina and elsewhere. It means that German methods of doing business in South America are so astute, the prices quoted by German houses so low, that anti-German sentiment is all too frequently not proof against the hope of business advantage. Orders are being placed by South American houses for German goods even when there is great uncertainty as to when they can be delivered.

I venture to predict that if the Germans can get raw materials they will get back 90 per cent of the business which they had in South America before the war, unless they are met by American and other competitors with methods like their own, or by other methods which may prevent them from forging ahead by application of the business methods which have served them so well in the past. You have no idea of the thoroughness with which the Germans work. The English have of late become more and more formidable competitors, but the Germans are still pre-eminent as salesmen. It isn't that the South Americans like them particularly. They don't. They simply buy where the buying seems best.

The Germans study native South American idiosyncrasies with minute care. For instance, when an Argentine merchant becomes a proud father the German merchant with whom he has had dealings loses no time in sending him a card of congratulation. That tickles the Argentino, and it is more than likely that, other things being equal, it will dispose him kindly toward the Teuton when the time comes for placing orders. Some Englishmen are learning how to do that sort of little courtesy —but how many American business men would think it worth while?"

OTHER CONSIDERATIONS

The business methods which Americans need to watch have to do also with the study of the hours of doing business in South America, which in many sections are quite different from the business hours in the United States; salesmen's methods, requiring far more courtesy and deference than at home; and having regard for "mail days" when calling upon customers as well as discarding haste and bustle.

Legal formalities should be taken up with the American Consul when opening business houses, branches, or agencies, together with an effort to keep out of Latin American courts; a study should be made also of custom house fees and procedures. Banking methods most desired by Latin Americans should be studied, never forgetting the inevitable fact that South Americans require credit, packing and prompt attention to orders from us equal to the service they have been accustomed to receive from European countries.

Although there is in certain republics of South America some jealousy of the United States (*los yanquis*) there is no widespread feeling of hostility in South America toward us. On the other hand we believe that for the most part there is a decided admiration for the industrial and business efficiency of Americans.

If such essential points as the foregoing are emphasized by our exporters and manufacturers there is no reason why the volume of trade between the two Americas should not mount up increasingly. It should always be remembered, however, that to win South American trade we must consider that the capture of South American markets is dependent upon the winning of the South American heart as well as the buying and selling of goods. This will require the combined best efforts and thought of the manufacturer, the export manager, the salesman and the advertiser. Let no one doubt, however, that this combined effort will pay abundantly in future results.

H. R. Schaeffer With Hancock Payne Agency

H. R. Schaeffer has become associated with the Hancock Payne Advertising Agency in the New York office as an account executive. Mr. Schaeffer was for a number of years connected with the Martin V. Kelley Company, and has resigned his position as production manager with Robert Hoyme, Inc., to become associated with the Payne Agency.

Tire Account for Brotherton-Knoble

The advertising account of the Cleveland Rubber Corporation, which has just erected a new factory to produce cord tires and tubes, has been secured by the Cleveland office of the Brotherton-Knoble Company.

Earl Hadley Goes With the "Globe"

Earl Hadley, city editor of the *Evening Sun*, this week becomes assistant managing editor of the New York *Globe*. Mr. Hadley for two years was assistant editor of *Collier's Weekly*.

George T. Hughes, city editor of the *Globe* for many years, is now devoting his entire time to the financial department of the paper. Gerald B. Breitigam, for several years on the news staff, has been appointed city editor.

Clough Renews Remedy Advertising

The John L. Clough Advertising Agency, Inc., of Indianapolis, is again placing copy with newspapers for the fall advertising campaign of the Hoosier Remedy Company's Laxa Pirin.

Advertising Club at Port Huron

Port Huron, Mich., advertising men have organized the Port Huron Display and Ad Men's Club, with a membership of forty. C. J. Fitzpatrick, of the J. A. Davidson's Company, is president; A. Dexter, of J. C. Penney Company, vice-president; George Knox, of Knox Dry Goods Company, secretary, and Edward Palmer, Ballantine Dry Goods Company, treasurer. Representatives of six national advertisers are included in the membership.

Gundlach Sends Shoe Advertising

Frederick M. Dunham, advertising shoes, is sending out orders through the Gundlach Advertising Agency of Chicago.

Coca-Cola Plans Baltimore Plant

The Coca-Cola Company is planning to erect in Baltimore a mammoth manufacturing plant to cost $1,000,000.

Collin Armstrong, Inc., Has Gilbert Clock Advertising

Collin Armstrong, Inc., New York, has obtained the account of the William L. Gilbert Clock Co., makers of radium dial clocks at Winsted, Conn.

McManus-O'Regan Has Maxwell-Chalmers Advertising

McManus-O'Regan Co., Market Building, Detroit, has secured the advertising account of the Maxwell-Chalmers automobiles.

From Cover to Cover, Every Issue of A. & S.

Editor, Advertising & Selling:—

We read from cover to cover every issue of Advertising & Selling in the Publicity Department of the National Lamp Works. —J. M. Hickerson, Publicity Department, National Lamp Works, General Electric Co., Cleveland, Ohio.

Fresno "Herald" Buys "Republican"

Chas. E. Osborne and George A. Osborne, publishers of the Fresno *Herald*, have purchased the Fresno *Republican* from Chester H. Rowell, its editor and publisher, for a price which is reported to have been one million dollars. The *Republican* will be issued mornings under the name of *Herald-Republican*, and the *Herald* will be issued evenings as before.

"American Wool & Cotton Reporter" in A. B. C.

The American Wool & Cotton Reporter of Boston, Mass., has been admitted to membership in the Audit Bureau of Circulations.

Penney Stores Sales Ahead

Sales of the chain of retail dry goods stores operated by the J. C. Penney Company, Inc., amounted to $4,673,133 during September, a gain of $1,719,784.28 over the same month in 1919. From January 1 to October 1, sales of these stores have totaled $27,206,792.18. In the same period last year they amounted to $18,494,937.44.

Seattle Advertising Women Elect

The Women's Advertising Club of Seattle at a recent meeting elected the following officers: Miss Martha K. Look, advertising manager for the Crescent Manufacturing Company, was re-elected president; Mrs. Katheryn Wilson of Strang & Grosser was elected vice-president; Miss Florence Curtis, advertising manager of Curtis-Livengood Motor Company, secretary, and Miss M. G. Baldwin, advertising manager J. S. Graham, Inc., treasurer.

Maxwell-Chalmers Assistant Director of Sales

Arthur E. Barker, general sales manager of the Maxwell-Chalmers companies, Detroit, has announced the addition of William D. Hurlburt as assistant director of sales.

Bank Account for Hoyt's Service

The National American Bank, a new institution, of which Julian M. Gerard is president, has placed its advertising account with Hoyt's Service, Inc., New York.

Calox Tooth Powder Advertising With Hellwig

McKesson & Robbins, New York, has placed the advertising of Calox tooth powder in the hands of the E. W. Hellwig Co., New York. The advertising of Analax and other McK. & R. products will remain with the Redfield Advertising Agency. Sales Manager C. J. Kiger and E. H. Gane will direct the campaigns.

Firm Sells $34,487,000 in Fruit

The American Fruit Growers, Inc., of Pittsburgh, reports for its first thirteen months, ended June 30, gross sales of $34,487,000.

Besides its marketing operations, the company owns and operates more than 8,000 acres of apple and peach orchards, citrus groves and vegetable farms, representing an investment of $5,600,000.

Farms Now Number 6,459,998

According to a preliminary announcement of the census on agriculture there are 6,459,998 farms in the United States, an increase of 10.5 per cent over the number in 1910. The number of farms in the East, however, is decreasing; New York State having 193,060 in 1920 as compared with 215,597 in 1910.



The Little Dot that stands for New Dongola

RAND McNALLY

1921 New Census Edition
RAND McNALLY COMMERCIAL ATLAS OF AMERICA
The Recognized Authority

Every business man should place his order now for this new atlas. The edition is limited.

The RAND McNALLY Commercial Atlas of America shows every detail of commercial value on the American continent. Individual maps of States, Canadian Provinces South American countries, Mexico, the Philippines, etc.

540 pages, 250 pages of index, listing nearly 200,000 cities and towns. Nearly 300 maps in all. 96 double-page maps, 21 x 28 inches, showing: Counties, Congressional Townships, Cities, Towns, Villages, Railroads, Electric Lines, Steamship Routes, Canals, Rivers, Lakes, Mountains.

Also Special Maps as follows: Ocean Traffic Map of the World; Commercial Map of U. S., in three sections (scale 60 miles to one inch); New Black and White Mileage Maps, showing rail mileage between towns; Map of Great Lakes and vicinity, etc.

In addition to complete 1920 Census returns, this atlas shows the geographical changes created by the war.

SOLD DIRECT ONLY

Write for large free map and Commercial Atlas circular.

Save $5.00 by ordering now

The price of the 1921 New Census Edition of the RAND McNALLY Commercial Atlas of America will be $35 net. Orders will be accepted prior to December 31st, 1920, at the pre-publication price of $30 net, transportation prepaid.

TURN to your map of Africa and put the point of your pencil on Alexandria. Follow the wiggly line of the Nile southward past Cairo, past Assiut, past Assuan, past Wady Halfa and you come finally to—*New Dongola*

Few people have ever seen this sunburned little village between the Sahara and Nubian deserts. Yet should you ever visit it, you know that you would find it in exactly the spot marked on your RAND McNALLY map.

Of all things purchased, there is hardly one that you buy as much on faith as a map or atlas. You cannot possibly visit all the countries shown—you cannot possibly check up all the figures.

When you buy a map or atlas, be sure, therefore, that it bears the imprint of a manufacturer you can depend on. For more than fifty years, the name RAND McNALLY has stood for the highest ideals of map making.

RAND McNALLY & COMPANY
Map Headquarters
536 S. CLARK STREET, CHICAGO—42 E. 22ND STREET, NEW YORK

WRITE TO US ON YOUR LETTERHEAD FOR LARGE COMMERCIAL ATLAS CIRCULAR WITH SAMPLE MAP

Men and Women Who Make Our Mediums

Lt.-Col. Edward A. Simmons, President of the Simmons-Boardman Publishing Co.

By WARD GEDNEY

THIS might have been the history of a great publishing house. But the writer got onto another "lead" and found a bigger theme.

So it is the life story of a man.

Colonel Edward A. Simmons, his associates say, is bigger than his publishing house, bigger than any or all three of the companies in the conduct of whose affairs his voice is dominant whenever he chooses to make it so; so big, for example, that he never has chosen to make it so, except in the exigency of a crisis.

It's a story that starts behind a department store counter with the talk of "big money" and ends with a man behind a mahogany desk swept away on a cloud of reminiscence as he fingers the pages of a historic old minute book.

FROM MODEST BEGINNINGS

Colonel Simmons, today president of the Simmons-Boardman Publishing Company, "The House of Transportation," chairman of the board of the American Saw Mill and Machinery Company, president of the American Machine Tool Company, president of the American Saw Works, and holder of one or two other offices that the writer has forgotten, started his business career behind a counter in the department store of A. D. Matthews & Son, at that time, in 1889, one of the leading department store firms of Brooklyn. He got his job through the good offices of a little old lady, a friend of the family and of one of "Sons" in the Matthews firm and on the recommendation of his Sunday School teacher. In getting the job, he also got One Dollar and a Half ($1.50) a week!

Now Colonel Simmons—he was just "young Simmons" then—had left grammar school in his graduating year to help his widowed mother support the household and $1.50 a week didn't look so big even in those days, especially when a surreptitious comparison of cash books showed him that his sales in challis, turkey red, etc., were running higher than those of the head salesman. So an interview with the floorwalker ensued and another fifty cents a week went into the Simmons pay envelope. This happened once more before the budding salesman bade farewell to the counter—but not to selling—forever.

On Sunday, September 18, 1889, a tenor in the choir at St. Mary's P. E. Church, Brooklyn, in harmony with which the Simmons voice was raised in melody at least twice a week, asked the possessor of the voice how he would like a job in his interrogator's office.

By Way of Introduction

ANOTHER of those remarkable life stories of Publishers and Editors whose policies and personalities are so important in the Advertising Plan.

The writer has brought out some interesting sidelights upon the career of Colonel Simmons, in which may be found some of the major reasons for his enviable success.

THE EDITOR.

"How much is there in it?" was the reply he received.

When he said "$5 a week" the Colonel-to-be gave up the challis and turkey reds without a sigh.

The "office" was the office of *Railroad Gazette*, then located in the old Empire Building, at 71 Broadway, corner of Rector street. The *Railroad Gazette* had been founded in Chicago in 1856. Driven out of Chicago by the great fire, it came to New York and remained there. In 1883, the publishing company, which William H. Boardman had owned in partnership with M. N. Forney and S. Wright Dunning, had been incorporated as The Railroad Gazette, that being the name of the publishing company, the magazine itself dropping the "The."

Young Simmons—still in knickerbockers—was put to work reading and clipping exchanges. His first promotion was to the position of assistant to the News Editor, who at that time, was Robert W. Martin, now a member of the firm of William A. Read & Company. Later, he was shifted to advertising make-up and put in charge of the task of handling and routing all the advertising copy sent in to the *Gazette*. Leaning toward that end of the publishing job, he was shortly afterward sent out on the road to solicit advertisements and in late September, 1893, transferred to the Chicago office as Western manager—at Twelve Dollars a Week!

After three homesick months in Chicago, he asked to be recalled and came back to the old familiar latitude and longitude of Brooklyn. The fly in the ointment was that he was informed at the office that there was no place open there for him. When he was told that he could go out on the road and solicit subscriptions on a commission basis, he proceeded to pick that fly out of said ointment by the scruff of its neck by the simple process of making several times more as a lowly "subscription chaser" than he had made as a "high-salaried" Western manager.

From soliciting subscriptions he went back to soliciting advertisements until in November, 1898, at the age of twenty-three, he was made secretary of the company. On March 9, 1903, he went up a peg to be treasurer and was elected a director, still holding the position of secretary. On November 5, 1903, he became vice-president and treasurer, Ray Morris, now a member of the firm of White, Weld & Company and a brother-in-law of President Hadley of Yale, was elected secretary.

It was in 1908, after the so-called "panic of 1907," that the old *Railroad Gazette* began to expand. The young vice-president had begun the study of medicine at Long Island College Hospital in his spare time—meaning mostly before working hours in the morning—which time he spent in the dissecting room. He had no idea of becoming a physician, but was swayed by the thought that he might be able to devote some of his newly acquired talent to charitable work, in

YOUR Printer



Do you make him your partner or your victim?

BRAINY men—men whose abilities would net them greater profits in other industries—spend their lives as printers because each day they learn something new about the work they love.

These printers, just as other notable men in other professions, are sometimes very timid. This may be because of their complicated subject, which they fear the buyer of printing does not clearly understand. Whatever the reason is, many buyers of printing construe it as an opportunity to force their opinions on the printer.

What is the result? Very often it is poor printing, a dissatisfied buyer, and a disliked printer.

Why should the printer, of all persons, be the craftsman whom everybody feels qualified to tell how to run his business?

Why will many buyers of printing continue to think that printing is philanthropy? "You can't get something for nothing" is as true in printing as in any other business. And it is more evident, because nothing shows its cheapness quicker than cheap printing.

But if a printer does turn out a good job, even in the face of difficulties, what is his reward? Isn't it often only an opportunity to hand in a competitive bid on the next job?

Why is the printer so seldom allowed to feel a spirit of partnership with the buyer—to feel that he is working *with* him instead of *for* him? Why is the spectre of a rejected order or a lost account hung ever before his eyes?

Buyers of printing remember this: The first step toward better printing is to make your printer your partner.

We can make this plea for the printer because of our intimate knowledge of the situation. Just a step away, we get a true viewpoint on both the printer and you.

We do our share for the printer and you by providing better paper. It's up to you to do yours by placing greater confidence in your printer.

S. D. WARREN COMPANY, BOSTON, MASS.

better paper better printing

Warren's STANDARD Printing Papers



LT.-COL. EDWARD A. SIMMONS

which he has always been largely—but quietly—interested.

His dream remained a dream. While Mr. Boardman was in Europe prosecuting a law suit, the information was brought to his associate that *Railway Age* of Chicago, a big competitor, could be bought at what impressed him as a reasonable price—$265,000. He cabled Mr. Boardman the news and it was agreed that each of the two men was to raise half of the required sum. A week later, Mr. Boardman got another cable saying that his vice-president had raised all the money. In June, 1908, old *Railroad Gazette* appeared as *Railroad Age Gazette*. It was later changed to *Railway Age Gazette* for the sake of euphony, and the name *Gazette* was finally dropped. All this activity put a stop to the dissecting. Some few years later the Colonel became treasurer and a member of the Board of Regents of The Long Island College Hospital, an office he still holds.

At the same time, another complication entered the problem. Mr. Boardman's health began to fail. In January, 1911, he and Colonel Simmons exchanged options on each other's stock to assure the continuation of the control in the hands of the family of one or the other. A letter from Mr. Boardman to his partner acknowledging receipt of the draft of the agreement throws an interesting light on the warmth of the relationship between the two men. "It is lovely and sweet," wrote the failing older man in characteristic strain, "to have these conferences and to have such abiding faith in you."

THE STORY OF THE HOUSE

On May 9, 1911, Mr. Boardman became too ill to function as head of the house. Colonel Simmons was made president, Mr. Boardman becoming chairman of the board. The Colonel was succeeded as treasurer by Henry Lee, now vice-president and treasurer. In December of the same year, with the expansion of the capital stock from $200,000 to $1,200,000, the name of the company was changed to its present form. Incidentally, it is interesting to note that the widely known slogan-name "The House of Transportation," was originated by the Colonel.

There were many steps in the expansion of the old *Railroad Gazette* to a form which would justify this ambitious name. In November, 1911, the *American Engineer and Railroad Journal*, the oldest technical paper in America, was purchased by the Simmons-Boardman house and renamed the *Railway Mechanical Engineer*. In May, 1910, the house bought the *Signal Engineer*, now the *Railway Signal Engineer*. In October, 1915, *Electrical Engineer* became *Railway Electrical Engineer*, announcing the fact that it, too, had joined "The House of Transportation." In April, 1916, *Railway Engineer and Maintenance of Way* and *Railway Master Mechanic* were purchased, the former becoming *Railway Maintenance Engineer* and the latter being consolidated with *Railway Mechanical Engineer*. In April, 1920, by the purchase of the entire stock of the Aldrich Publishing Company, the *Marine Engineer* and *The Boiler Maker* came under the Simmons-Boardman aegis.

But you will say that we have gotten into the life story of the house, after all. *Revenons nous à nos colonels.*

In March, 1912, Colonel Simmons took the step that his associates had been long expecting, by buying out Mr. Boardman's stock in the corporation and becoming its controlling voice. Today all of the minority stock-holders are members of the corporation, with the exception that the Boardman family still holds a few shares.

Mr. Boardman died February 16, 1914, and *Railway Age* paid fitting tribute in its next issue to the man who had so long guided it. Colonel Simmons "carried on."

The entry of the United States into the war gave a new interest to the big man behind the mahogany desk down in the Woolworth Building. He was commissioned a major in the Quartermaster Corps, Construction Division, on February 19, 1918. He was being transferred to the Engineer Corps with the rank of Lieutenant-Colonel and detailed for service with the American Military Railways in France when the armistice was signed. Although deprived of his chance of going across, Colonel Simmons was able to perform splendid service on this side. Army men know him best for his work at the big Fox Hills Hospital, of which he was Construction Quartermaster. Upon the completion of that $2,500,000 project

he became Regional Construction Quartermaster in charge of all new army work in and around New York Harbor. Once he had twenty-two jobs under his surveillance. The Colonel was mustered out just a year from the date of his commission. On September 19, 1919, he was commissioned Lieutenant-Colonel in the Quartermaster Section of the Officers' Reserve Corps.

We said that war gave a new interest to Colonel Simmons. He is not a man of fads and hobbies. Life has always been pretty much of a business proposition with him, perhaps too much so. If one seeks for avocations one only runs up against more vocations. For example, his big interest outside of "The House of Transportation" is a series of three corporations that he developed out of a little company organized by him back in 1903 to sell railroad supplies abroad. By a twist of chance this turned into a general exporting proposition specializing in portable saw mills. Today the offspring of that little company is the American Saw Mill Machinery Company of Hackettstown, N. J., the largest concern in the world devoted exclusively to making portable saw mills, shingle mills, saw benches, cordwood saws and other wood working machinery of like nature. During the war the company sent to France more than two thousand of their machines; and, as commanding officers of the Twentieth Engineers have certified, some of the machines helped to win battles at St. Mihiel and Argonne. After the armistice was signed the American Saw Mill Company was cited by the War Department for the efficiency of the machines it sent to the other side—all of which pleased the Colonel, as one may easily understand. Two later developments of that concern are the American Saw Works and American Machine Tool Company, also of Hackettstown—the latter the result of helping the British Government prior to our entry into the war by building for them a number of heavy lathes for turning twenty-four-inch shells.

Colonel Simmons' particular forte, say his associates, is finance. His advantage over men who think that he is a better "guesser" than they are lies in his faculty to visualize all the factors entering into a given situation, plus the ability to keep cool when the resulting picture is ominous. Sometimes this genius for analysis, and for keeping cool, conveys the impression that he is not only cool, but cold. The Colonel is frank, open, cordial, but unfailingly serious. When he smiles, it is with the warm smile of a man big physically, mentally and morally, but he is slow to smile. Out of office hours he is thoroughly human. In office hours he is thoroughly human, if being human is being democratic, courteous, thoughtful of his associates, and charitable to those in trouble. Colonel Simmons did not say anything about this side of his activities, but his associates have more than one tale of a nerve-wrecked stenographer sent to a hospital, or a harried clerk tided over a financial depression.

NEGLECTING HIS HOBBY

Colonel Simmons knows advertising from both sides of the desk, from the inside and from the outside. As a publisher he has final control over the advertising policies of "The House of Transportation." As a manufacturer of saw mills and companion machines he has been a large scale advertiser, particularly in trade and farm papers. He credits advertising with a large part of the success of his companies. As a publisher of several very powerful advertising mediums he adheres closely to the policy of selling space on one argument, and one argument only—which, summed up, comes pretty close to meaning "reader interest." In other words, railway supply houses are asked to advertise in the publications of "The House of Transportation" because they are read, and because they are read in each case by the men who buy what they, as manufacturers or jobbers, have to sell.

I am revealing no secret in closing, when I say that the Colonel's friends find one fault with him. He has given up golf, or at least he hasn't played it in many a day. And he is a big man, anyhow. And they say there's such a thing as too much attention to business and too little to the "lusts of the flesh"—if you can call golf that.

Canadian Agencies Elect Officers

At the sixteenth annual meeting of the Canadian Association of Advertising Agencies held in Toronto recently, J. P. Patterson was elected president; E. Desbarats, Desbarats Advertising Agency, Ltd., first vice-president; J. E. McConnell, McConnell & Ferguson, second vice-president; and A. J. Denne, Smith, Denne & Moore, Ltd., secretary-treasurer. R. A. Baker, Baker Advertising Agency, Ltd., was chosen member of committee, and W. B. Somerset, McKim, Ltd., immediate past president.

Crowell Publishes "The Mentor"

The Crowell Publishing Company, New York, in purchasing *The Mentor*, a publication devoted to history, science, art, literature, travel and music, from the Mentor Association, has added its fifth periodical. The new magazine makes its initial appearance under the new management with the October issue, selling for thirty-five cents.

Kresge Sales $6,067,266 Ahead

S. S. Kresge Company reports sales of $4,024,424 for September, an increase of $650,666 over the same month a year ago. From January 1 to date, $34,238,353, a gain of $6,067,260 over the corresponding period last year.

Paul F. Burger Joins Dorland

Paul F. Burger, formerly advertising manager of the Vacuum Oil Company, and lately identified with Picard & Company of New York, has become associated with the Dorland Agencies in the capacity of account executive for a number of new accounts recently developed by this agency.

Meiser Succeeds Behrend on "Free Press"

Fred M. Meiser, formerly of the Detroit *News*, has been appointed classified advertising manager of the Detroit *Free Press*, succeeding Fred Behrend, who has entered the automotive advertising field.

B. F. Wolfinger With "Christian Advocate"

H. W. Beals, advertising manager of the Methodist Book Concern, announces the appointment of B. F. Wolfinger as Eastern representative of the *Christian Advocate*.

McAtamney With Story, Brooks & Finley

Hugh McAtamney has joined the staff of Story, Brooks & Finley, Inc., and will have charge of financial advertising for the newspapers on their list.

F. R. Steel Opens Agency

F. R. Steel, for the past two years general manager of the Gossard Breeding Estates, has opened a general advertising agency at 201 East Ontario street, Chicago, Ill. He will continue to handle the advertising for the Gossard Breeding Estates, and will specialize in agricultural paper advertising.

Available Truck Promotes Blaha

Wm. F. Blaha, manager of the advertising and sales promotion departments of the Available Truck Company, Chicago, has been promoted to the position of acting sales manager. Previous to his present connection Mr. Blaha was chief of the copy department of the Coolidge Advertising Company, Des Moines, Ia.

Tracy-Parry Advertises Shoe Laces

The advertising of the Narrow Fabric Co., Reading, Pa., manufacturers of Nu-Fashioned shoe laces, is now with the Tracy-Parry Co., Philadelphia.

Newspaper Advertising for Public Accountants

David Berdon & Co., certified public accountants, of 277 Broadway, New York, has undertaken a campaign of daily newspaper advertising. It will be directed and placed by Alfred Stephen Bryan.

Two Accounts for Triangle Service

Triangle Service, Inc., New York, has taken on the accounts of the M. Shaffer Company, Philadelphia, and the Gibbons Manufacturing Company, Dunmore, Pa. A national newspaper campaign is being planned for the Shaffer Co., and copy for the Gibbons Co. is now appearing in Pennsylvania newspapers.

Financing Profitable Foreign Trading

The Whole Problem of International Buying and Selling Is Reducible to Simple Form

By ALLEN WALKER
Manager Foreign Trade Department, Guaranty Trust Co., New York

TODAY there are probably twenty thousand merchants and manufacturers in the United States who have a direct interest in our international trade relations. The Federal Reserve Act, under the terms of which American banks have been enabled to establish branches abroad, has led to the vast extension of our direct foreign financial interest, and there are new branches of our banks in a score of foreign countries.

Our export trade and our merchant marine both have grown to great proportions and today we see quite a large number of the manufacturing and mercantile interests of the country with a direct, practical part in international affairs.

In olden days when the exchange of commodities took place upon a barter basis, the main function of the importer and exporter was one of simple merchandising. Now, particularly in these days of complex currencies, some knowledge of foreign banking is a large part of the equipment of the successful foreign trader. If America is to continue to hold the commercial and financial supremacy gained during the war, our merchants and manufacturers must become thoroughly and practically acquainted with the financial machinery for marketing and distributing their goods both at home and abroad.

FINANCING EXPORT TRANSACTIONS

One of the chief obstacles to the extensive development of our overseas commerce, in fact, has been a more or less general unfamiliarity on the part of our manufacturers and merchants with the means which the international banks afford for the financing of this business.

Bank credit bridges the gap between the raw material and the finished product—between production and distribution. There is no mystery about financing foreign trade. The fundamental principles are the same as in domestic business. There are only the differences of language, differences of currencies, and the greater distances. To explain how the financing of exports is conducted under ordinary circumstances, let us take as an illustration a shipment of cotton from the United States to England.

An importer in England desiring to purchase cotton in this country first goes to his bank in England and establishes a credit for a certain amount of money, which he estimates will be sufficient to cover the purchases he is about to make. He next instructs his agent in this country to purchase for him a certain amount of cotton and to draw 60- and 90-day drafts on the English bank where he has previously established his credit. These drafts are drawn in English currency, namely, pounds sterling. As a 90-day draft in pounds, shillings and pence, payable in London, would not be acceptable to the cotton grower in payment of his cotton, the American agent arranges with one of the large banks in New York, New Orleans, Savannah, Galveston, or some of the larger cities, to take these drafts and pay for them in United States currency. In this way the cotton grower can receive payment immediately in money he can use. The buyer may make such arrangement with the local bank and the local bank may, in turn, make the arrangements with the larger banks, but this is a minor detail.

So far the transaction is simple, but now come the phases which require expert knowledge, foresight and sound judgment. These 60- and 90-day drafts carry no interest and the 60 or 90 days begin only from the time such drafts are accepted by the manufacturer in England. Therefore, the bank purchasing such drafts must calculate the number of days it will be "out" the use of the money; that is, the time which will be required to send the drafts to England and have them accepted, in addition to the 60 or 90 days they must run after acceptance. This calculation is necessary not only to include a sufficient interest charge during the time the bank is "out" the money, but also for reimbursement of the principal itself. After the New York bank has made these calculations, it is then in position to advise the cotton buyer, or the local bank, of the rate of exchange, or the amount in United States currency it is prepared to pay for the draft drawn in foreign currency. *The grower does not care anything about all this foreign figuring and calculation, as he simply sells his cotton at so much per pound, yet this process must all be gone through with and the machinery must be there*



ALLEN WALKER

Do You Want

A special advertising representative around the world?

Your product introduced in some novel way in China, India, the Fiji Islands, South Africa, Italy, or anywhere else?

For your house organ or your general advertising, unique, specially written, originally illustrated articles concerning your product as I see it used or use it myself in the countries I visit?

Unusual publicity "stunts" which you can feature in your advertising campaigns?

Specific information concerning trade conditions or possibilities, which I shall have ample time to secure for you?



Perhaps You, as a Wide-Awake Advertiser, can see other possibilities for increasing your sales in connection with my world tour.

Twelve years of advertising, investigating and business experience have especially fitted me for this work.

Being a natural advertiser, I advertise everything and everybody that I believe in—my shoes, my hats, my typewriter, my kodak, my friends, my business associates, the firms I represent—because I can't help it.

I shall confine my services to one product of a class. There will be no overlapping.

My credentials and letters of introduction will admit me everywhere.

My itinerary covers the Hawaiian Islands, Philippine Islands, Fiji Islands, Samoan Islands, New Zealand, Tasmania, Australia, Japan, China, Siam, India, the Holy Land, South and North Africa, all of Europe and the Scandinavian Peninsula, reaching New York late in 1922.

If my trip interests you in any way, let's talk it over.

HELEN A. BALLARD
FIFTY WEST SIXTY-SEVENTH STREET
NEW YORK

or he could not get his money without great delays and unwarranted risks.

The question is not infrequently asked, "Why could not the local country banks send the drafts direct to the English banks without making use of the large banks in New York, Chicago, New Orleans and other cities?"

There are many reasons why the local country banks are unable to do this, the principal reasons being the following:

BANKERS PROTECT THEMSELVES

The local banks have not sufficient capital and deposits to await the maturity of any considerable amount of drafts, or even the time necessary to send them to Europe for acceptance, so that it is to their advantage to handle a greater amount and turn them over quickly at a moderate profit. Even the largest banks in the United States have not sufficient resources to hold all of these drafts until maturity. They sell, or discount them in Europe at every favorable opportunity, so that they can be in position to take care of the constantly increasing demands on them.

These drafts are drawn by a great many people on a great many banks and the credit and standing of the drawers, the drawees, and foreign banks must all be carefully looked into and watched, in order that loss be not sustained through fraud or failure. This requires a credit department and an extensive system of credit reports which a small bank could not support.

Ruthrauff & Ryan
INCORPORATED
ADVERTISING
404 Fourth Ave. at 28th St., N. Y.
Chicago: 30 N. Michigan Blvd.
Baltimore: 209 N. Liberty St.

We specialize in house to house distributing of
Advertising Literature and Advertising Samples
We solicit your account.
JAMES T. CASSIDY
206 No. Front St., PHILADELPHIA, PA.
Write for our paper "FACTS."

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting. Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.
POSTAGE · 18 East 18th St., New York City

Business Papers

(*Continued from page 8*)

readers informed upon this very important subject. I have no doubt that they can do more to bring about a satisfactory solution of the railroad problem than any other class of journals in the United States.

Another most important problem regarding which it seems to me we should show increasing concern is the problem of federal taxation. The present excess profits tax is so unjust in the way in which it is levied and appropriates so large a part of the net earnings of successful business concerns as to constitute a serious menace to our business progress and prosperity.

The present income tax provisions also have a very harmful effect. They take away from men of large incomes so much of that part of their incomes which is derived from investments in the bonds and stocks of industrial and railroad corporations as to cause such people to prefer to invest their money in non-taxable government and municipal bonds, rather than in the securities of railroad and other industrial companies. In my opinion the business papers of the country would render a great service to American business and the American people by co-operating together in urging a rational revision of our federal tax laws.

Another great problem I think we ought to work together to help solve is the labor problem. It is no exaggeration to say that at the present time our entire modern industrial system is menaced by the growth of antagonism toward it among the working people. We have seen the industries of Russia prostrated and its people brought to freezing and starvation by the establishment of the Soviet system there.

Now, gentlemen, our present industrial system is either right or wrong. As a matter of fact it is wrong in some respects and right in others. We agree, however, I think, that while it has serious deficiencies it is infinitely preferable to any socialistic or bolshevistic regime ever established or proposed.

We are, as publishers and journalists, peculiarly the representatives of American business. I know there are many publishers and editors who believe that they should confine the contents of their papers chiefly to technical matters, but I venture the opinion that in the long run it will prove to be good business as well as good citizenship for the business papers to work together energetically in helping to solve such great problems of business as those to which I have alluded.

RESPONSIBILITIES AND OPPORTUNITIES OF BUSINESS PAPERS

By E. T. Howson

Editor, *Railway Maintenance Engineer*, Chicago, Ill.

I think you have chosen well as your slogan for this meeting, in this period of unsettled business conditions, "Business Paper Leadership, Its Responsibilities and Opportunities," for never before has there been such a need and such an opportunity for the business papers to display that leadership which is so necessary in the solution of the problems confronting industry today.

The discussion of this question presupposes that the business paper has a clearly defined editorial policy. This policy must be constructive and courageous. It must above all be correct and sound. It should reflect the true needs of the industry. I believe that the business paper which interprets these problems in the light of their effect on its industry is best serving its readers and the nation as a whole. An editor should be keenly alert to commend constructive measures. I have in mind a jeweler of national reputation who remarked recently that the effect of an editorial published in a prominent business paper several years ago, attacking the giving of Christmas presents by supply men to employees of large corporations, was so pronounced that it practically ruined his holiday business. I believe that the writing of this editorial, striking as it did at an abuse which was becoming flagrant, was a real service to the industry and to those who were in the habit of giving these presents as well. The editor should not hesitate to criticize in instances such as this.

The editor occupies a prominent and a difficult position in the publishing field. His responsibility is three-fold: to his industry, to his readers and to his publisher. Neither he nor his paper can succeed if he fails in any one.

No work is more competitive in character than that of the editorial. This is the day of many magazines and papers, each striving for the attention of the reader. The business paper editor possesses an advantage over his contemporary in the field of popular literature in that his claim on the reader is based on service to him rather than entertainment. This requires an intensely practical editorial section, full of helpful ideas which the reader can apply to his daily work.

If he serves his industry and his readers well he will have gone a long way in serving his publisher most successfully. It has been said that an editor is the best circulation man a paper has. I believe that this is true, for a circulation solicitor must necessarily sell the contents of the editorial pages. I believe the editor can also render invaluable service to the advertising department in many entirely consistent ways. I know that I am treading on debated ground here, but I believe that the editor who holds himself aloof from his advertisers and who ignores the business aspects of the industry in which he is engaged, and the publication on which he is employed, is to be condemned alike with the editor who allows his advertisers to sway his editorial pen.

The opportunities for business paper leadership are many. They may be divided roughly into three groups:

(1) Disseminating news and other information of value to those in the industry served.

(2) Co-operating in the solution of the problems confronting the industry.

(3) Speaking for the industry before the public.

How the Editor Can Serve His Field

WHY should not the editor of a trade paper occupy a position of importance?" asked V. E. Carroll, editor of the *Textile World Journal*, addressing the

"GIBBONS KNOWS CANADA"
MONTREAL TORONTO WINNIPEG

Business Paper editors on the subject of "The Relation of the Editor to His Constituents," on Wednesday. "If he is alive to his opportunity he is in touch with the latest developments, is conversant with the best thought and knows the weaknesses of the particular trade he represents. He is, therefore, in a position to instruct, to advise and to give constructive criticism. We are not of those who believe that the editor should inform his readers how to conduct their business. The heads of such businesses must necessarily know more about the intimate details of their individual companies than can the editor. They have put their whole lives into the building up of the enterprises of which they are the head and they should naturally be accorded the belief that they know their business. Nevertheless, permit me to reiterate that the editor can assist in a personal way as well as through the columns of his paper even the best recognized industrial leaders because of the lack of restrictions upon his field of vision. This ability and authority can be turned to business advantage and will necessarily redound to the benefit of the business office.

INTIMACY NEEDED

"One of the most important factors in establishing a correct relation of editor and constituent," said Mr. Carroll, in part, "is the ability to effect an intimacy with the important factors in the trade represented which shall lead to the giving of confidences on both sides with the certainty on the part of each that these confidences will be respected. In no other way can the editor of a trade paper which makes any pretension of serving its industry approximate the usefulness and the prominence toward which he should aim.

"It is co-operation between the editor and the subscriber or the editor and the advertiser which makes for the best results of any trade paper. The editor should always be ready to assist if he is alive to the opportunities of his job; he must be willing to answer questions on technical or trade matters to the best of his ability, going to almost any lengths to secure the answers if he cannot give them off-hand; he must co-operate with copy and service departments in suggesting new ideas for advertisements or in improving the subject matter or technical accuracy of those offered for publication. Co-operation should be the watchword of the editor who expects to serve best the industry of which he is an integral part and all his efforts should be in the direction of increasing the practical value and helpfulness of this co-operation."

Work With The Printer

ADDRESSING the Editorial Conference of Business Paper Editors on Wednesday on the subject of "Preparation of Copy for the Printer and Contact Between the Editorial and Mechanical Departments," Edmund G. Gress, editor of *The American Printer*, said in part:

"In order to secure the best results, it is necessary that there shall be a sincere spirit of helpful co-operation between the editorial and mechanical departments.

"It is too common, instead, to find a feeling of antagonism. Under such a condition the happiest moment in the life of the printer or editor is when he 'gets' something on the other. There is a small riot when anything goes wrong and the 'buck' is being passed from one side to the other.

"I cannot help thinking that much of the energy spent in fastening responsibility for an error could well be used more constructively.

"As an editor I have had my moments of irritation, when I have half believed that the whole tribe of type-stickers and press operators are directly descended from the first working printer of Virginia—William Nuthead.

"But I do know that editors and writers from the beginnings of the craft have too readily excused their own mistakes by blaming them on the printer. The printer makes his share of mistakes, but he doesn't make all of them.

THE NEW SPIRIT AMONG PRINTERS

"It is becoming the custom in large printshops to discourage initiative and individual thinking among the workmen. As the bricklayer is to lay his bricks and not think about the design of the building, so the printer is to set type or operate the keyboard with his hands and not with his head.

"I hope, however, that the day will come when every printer who picks a type out of the case will know the history of that type and will understand why he is using the type face and the purpose of the copy he is setting. There is a growing number of printers who, inspired by the interesting and sometimes dramatic history of the industry, are doing their bit to add to the dignity of the business in which they are engaged."

Redfield Heads Export Manufacturers

William C. Redfield, former Secretary of Commerce, was elected president of the American Manufacturers' Export Association at the eleventh annual convention of that organization at the Waldorf-Astoria in New York last week. Mr. Redfield succeeds W. L. Saunders, of the Ingersoll-Rand Co.

The other officers elected by the association are as follows:

Vice Presidents—H. S. Demarest, Greene, Tweed & Co., New York; F. H. Taylor, S. S. White Dental Manufacturing Co., Philadelphia; C. K. Anderson, American Wire Fabrics Co., Chicago; J. S. Lawrence, Lawrence & Co., Boston; H. A. Koster, Koster & Co., San Francisco; C. A. Green, American Pitch Pine Export Co., New Orleans.

Treasurer—William H. Ingersoll, Robert H. Ingersoll & Bro., New York.

Directors—James A. Farrell, United States Steel Corporation; E. M. Herr, Westinghouse Electric & Manufacturing Co.; A. C. Bedford, Standard Oil Co.; W. L. Saunders, Ingersoll, Rand Co.; C. B. Wynkoop, Cosgrove & Wyncoop Coal Co.; Lewis E. Pierson, Irving National Bank; William Pigott, Pacific Coast Steel Co.; H. J. Fuller, Fairbanks, Morse & Co.; John Bolinger, National Shawmut Bank; D. E. Delgado, Eastman Kodak Co.; W. W. Nichols, Allis Chalmers Manufacturing Co.; Dwight E. Austin, Nestle's Food Co.; W. C. Durant, General Motors Co.; C. E. Jennings, C. E. Jennings & Co.; Charles A. Schieren, Charles A. Schieren & Co.; F. A. Seiberling, Goodyear Tire & Rubber Co.; George Edward Smith, Royal Typewriter Co.; Walter C. Allen, Yale & Towne Manufacturing Co.

Secretary—A. W. Willmann, New York.

Mace Agency Has Holt Tractor Account

The Holt Manufacturing Company, Peoria, Ill., builders of the Caterpillar tractor, has placed its advertising with the Mace Advertising Agency in Peoria. Copy is being prepared and placed with general magazines, trade and technical papers and farm journals.

Publishers Will Advertise to "Sell It South"

"Sell It South" will be the keynote and slogan of a $25,000 campaign inaugurated this week by the 228 members of the Southern Newspaper Publishers' Association to advertise Dixie. The slogan was chosen at a joint meeting of the publishers and advertising agents, and at a final meeting held Wednesday the lines of the campaign were laid and mediums selected.

The Southern Publishers' Association hopes by its campaign to dispel the impression prevalent in the North that when cotton drops in price the South goes on the rocks financially. This impression has been traditional in the North since the early days when cotton was the South's one staple and when its price fluctuations were an accurate chart of financial conditions.

A new system of gathering and furnishing copy for the campaign will be used on October 25. Each of the writers of the 228 newspapers will publish an editorial to the effect that the financial condition of the South is better than that of any other section of the country and will outline the reasons. The best thought of these 228 editorials will be incorporated in the advertisements which are to give vivid life and meaning to the slogan "Sell It South."

Members of the publishers' committee are: Arthur G. Newmeyer, chairman, associate publisher of the New Orleans *Item;* C. D. Atkinson, business manager of the Atlanta *Journal;* and Charles F. Gladfelter, business manager of the Chattanooga *Times.*

The committee of advertising agents who will conduct the campaign includes Chairman Ernest Dallis, president of the Johnson-Dallis Advertising Agency of Atlanta; W. R. Massengale, president of the Massengale Advertising Agency of Atlanta; Thomas E. Basham, of the Basham Advertising Agency of Louisville; and Morton Caldwell, vice-president of the Chambers Advertising Agency of New Orleans.

Representatives Hear Plea for Better Research

More than a hundred members and guests attended the October meeting of the Representatives Clubs of New York held at the Pennsylvania Hotel on October 19 and listened to after-luncheon talks by E. M. Statler, head of the Statler Hotels, and Anderson Pace of the *Christian Herald.* Mr. Statler's subject was "Selling Service" and comprehended a ringing endorsement of national advertising based on his experience in advertising his great hotel system. Mr. Pace, talking on "Research—Good, Bad and Indifferent," made a strong plea for co-operation among the national magazines in the undertaking of effective research work.

Votes taken during the meeting resulted in the increasing of the annual dues of the club to $25 and the selection of the Pennsylvania Hotel for future monthly luncheons.

"People's Home Journal" Adds to Staff

The *People's Home Journal*, New York, has added Arthur W. Stockdale and Frederick P. Ives to its advertising department. Mr. Ives is located in the Chicago office and Mr. Stockdale in New York.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

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October 23, 1920

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Financing Profitable Foreign Trading.....*Allen Walker* 40
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Calendar of Coming Events

October 25-30—National Business Show, Grand Central Palace, New York; Exposition of Business Equipment.

October 27-29—Annual Convention, Direct Mail Advertising Association and Association of House Organ Editors, Detroit, Mich.

November 8-10—Semi-Annual Meeting, Associated Cooperage Industries of America, Hotel Cleveland, Cleveland, O.

November 8-11 — Annual Convention, Barbers' Supply Dealers of America, Cincinnati, O.

November 10-12—Annual Convention and Exposition, American Association of Bottlers of Carbonated Beverages, Cincinnati, O.

November 17-18—Annual Convention, Southern Sash, Door & Millwork Manufacturers' Association, Atlanta, Ga.

Advertising Campaign Urged for the A. B. C.

THE election of O. C. Harn, advertising manager of the National Lead Company, as president, the re-election of the three vice-presidents—A. W. Erickson, of the Erickson Company, New York; W. Laughlin, Jr., of Armour & Company, Chicago, and Henry W. Schott, of Montgomery Ward & Company, Chicago—and the naming of all but a few of the present members of the Board of Directors whose terms expire to serve for another term ended the sessions of the 1920 meeting of the Audit Bureau of Circulations at Chicago last week. Neff Laing, of the *Pennsylvania Farmer*, Philadelphia, was elected to the board to complete the term of William A. Whitney, of the Phelps Publishing Company and the Orange Judd Company, resigned. With Marco Morrow, of the Capper Farm Press, Mr. Laing will represent the farm papers on the Bureau's directorate. W. A. Strong and E. R. Shaw were named to serve again as secretary and treasurer, respectively. Other new directors are A. W. Wheeler and E. J. Mitchell.

One of the interesting developments of the Chicago meeting was the move made by L. B. Jones, of the Eastman Kodak Company, retiring president of the A. B. C., to "sell" the organization on the value of investing in advertising at this time.

In his annual address and report Mr. Jones said:

"The A. B. C. has become such an important service and such an efficient service that it should be advertised. The A. B. C. has something to sell to buyers of space—that something is service. I believe it should invest some of its money in advertising that will reach the buyers of space. This advertising to advertisers must be honestly conducted. It must show what the A. B. C. is and what it stands for. It can and should show that the publisher members of the A. B. C. so conduct their circulation departments that they are not fearful of the close scrutiny of the A. B. C. auditors—that they are glad to let prospective customers for space have all the facts. But there it should stop. The A. B. C. cannot and should not put its seal of approval upon any publication."

The report of the Board of Directors showed that the gain of 215 members in the sixteen months since the last meeting had brought the membership roster up to 1,518. It also showed a balance of receipts over expenditures of $87,580.27.



Get this company's Proposition

"Get this proposition!"—dictates the banker. Handling bond and document papers with tiresome monotony, you may be sure the banker and broker is pleased and impressed with the evident worthiness and dignity of

KING DEPENDABLE OFFSET

The four-page letter (trimmed to 17x11) combines the pulling power of a form letter on page 1, with a layout across Pages 2 and 3, illustrating and describing the product. Page 4 may be left blank. 60 or 80 pound King Dependable Offset will develop advantageously into this effective type of mailed advertising.

The illustration and text carrying your advertising message — admirably backgrounded with this stock—appeal to the financial man.

A letter of request starts lithographed samples your way.

Stocked at mill in following sizes and weights—stock trimmed four sides—packed in cases.

White	India Tint
25x38—50, 60, 70, 80, 100, 120	60, 80
28x42—74, 86, 99, 124	74, 99
32x44—89, 104, 119, 148	89, 119
38x50—100, 120, 140, 160, 200, 240	

Special sizes and weights to order

KING PAPER COMPANY

Kalamazoo Michigan

THE ONLY CONTRACT
NOT CANCELLED!

A great national advertiser* spending about a half million dollars in the leading gravure sections and newspapers in the 30 largest cities of the country has just cancelled all contracts with one exception.

The schedule and appropriation for The American Weekly remain unchanged!

By advertising in a medium with a small circulation you are helping to keep *its* business going.

By advertising in The American Weekly, with twelve million readers, you are helping to keep your *own* business going.

Charity is all right in its place, but it doesn't belong in the advertising appropriation. Buy circulation.

*Name on request

Two and a Half million families look for the American Weekly every Sunday, as a principal feature of the New York American, Chicago Herald and Examiner, Boston Advertiser, Washington Times, Los Angeles Examiner, San Francisco Examiner and Atlanta Georgian. If you want to see the color of their money—use color. A. J. Kobler, Manager, 1834 Broadway, New York. W. J. Griswold, Western Representative, Chicago.

Advertising & Selling

OCTOBER 30, 1920

Public Library
City, Mo.

The Chicago Tribune Produces 53% of This Bank's Trust Business

During a recent period a Chicago bank—one of the largest and most important financial institutions in the United States—kept a careful record of the origin of all new trust business. The results were as follows:

Directly produced by advertising in The Chicago Tribune	*53%*
Credited to proofs of Tribune ads framed in various bank departments or enclosed with bank mail	*21%*
All other sources	*26%*

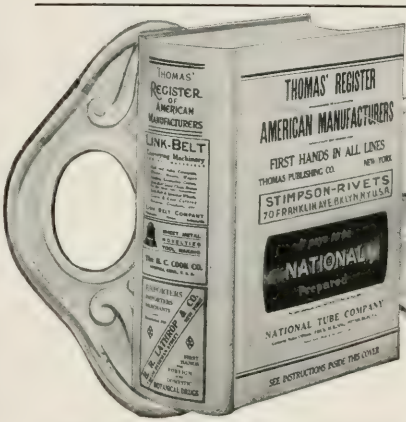
The advertising which produced the above extraordinary results appeared in The Chicago Daily Tribune, which has the largest circulation of any daily morning newspaper in the United States. Included in its enormous volume are all the desirable classes of people in The Chicago Territory. Their ready response to advertising in The Tribune is due to the splendid prestige which The Tribune has built up by generations of faithful public service.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Write for The Tribune's 1920 Book of Facts

Member Audit Bureau of Circulations



THE only work that instantly furnishes a complete list of all the Manufacturers and primary sources of supply for any conceivable article, or kind of article, more than 70,000.

Aims to list all manufacturers irrespective of their advertising or subscription patronage

THE BUYERS MASTER KEY TO ALL AMERICAN SOURCES OF SUPPLY

A volume of 4500 pages, 9 x 12, $15.00

Published once a year. Used in the offices of a large portion of the important concerns in all lines thousands of times each day by Purchasing Agents, Foremen, Superintendents and others having to do with ordering or specifying.

Circulation 80% Domestic—20% Foreign. Its Circulation is 99% paid

IT is used by them for locating sources of supply as instinctively as the clock is consulted for the time of day. Descriptive and other advertising matter therein automatically comes to the attention of buyers at the important moment when they are interested.

Costs for one issue—Lasts a year or more

Numerous tests with "Keyed" addresses, etc., have demonstrated beyond question that APPROPRIATE advertising matter in one issue of Thomas' Register averages throughout the year as great and as continuous returns as the same space run every issue for a year in weekly or monthly publications.

5980 Advertisements—2315 Advertisers

THOMAS PUBLISHING COMPANY

129 LAFAYETTE STREET, NEW YORK CITY

CHICAGO—20 W. Jackson Blvd. BOSTON—Allston Square SAN FRANCISCO—433 California St. TORONTO—91 Constance St.

OVERSEAS OFFICES AND AGENCIES: London, Paris, Amsterdam, Kristiania, Madrid, Genoa, Calcutta, Sydney, Soerabaia, Singapore, Manila, Johannesburg, Cape Town, Durban, Honolulu, Saigon, Shanghai, Kobe, Rio de Janeiro, Buenos Aires, Havana, San Juan, Mexico City.



Holding fast to the high journalistic ideals which have given place and power to the national magazine, the Metropolitan serves the largest magazine-reading group of forward-looking Americans. The dominant mark of the Metropolitan is the will to face the realities of life and the urge of true progressiveness which is the life-giving quality of a magazine as of a nation. A sense of humor and a fine appreciation of balance saves the Metropolitan from the pedantry of the highbrow. So in the pages of the same magazine which told the truth in 1919 about Russia, is found the joyous William Sylvanus Baxter of "Seventeen" fame. And the Metropolitan, which ripped the flub dub and red herring out of the Steel Strike controversy, gives the American public the fresh, charming love stories of Larry Evans.

Advertising Forms for the Holiday Number
Close November 13th
METROPOLITAN, 432 FOURTH AVENUE, NEW YORK, N. Y.

ADVERTISING & SELLING, OCTOBER 30, 1920
30th year. No. 19. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1870. Price, 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City



L O S T G A M E

The man who hunts with a single-barrel shotgun is certain to lose some mighty good chances to fill his game bag.

Lost business and less profit are certain for the firm that goes after business with only one kind of an advertising medium.

If any other class of publications cover their field as well as Successful Farming covers its field, they have done a good job. We can't expect them to do our work too.

Successful Farming will carry your message to more than 800,000 farm homes and make you welcome where Successful Farming is welcome.

SUCCESSFUL FARMING

E. T. MEREDITH, Publisher
Des Moines, Iowa

T. W. LeQUATTE
Advertising Manager

ADVERTISING & SELLING
The National Weekly of Modern Merchandising — Established 1891

J. M. Hopkins, President;
H. B. Williams, Vice President;

ADVERTISING & SELLING CO., Inc.,
471 Fourth Avenue, New York, N. Y.
Telephone, Madison Square 1765-6-7

M. F. Duhamel, Managing Editor;
Ralph B. Smith, Associate Editor;
George Roosevelt, News Editor.

30th Year | OCTOBER 30, 1920 | Number 19

"Efficiency" and the Salesman's Pay

Leading Sales Executives Tell How Their Compensation Policies Succeed—or Fail—in Stimulating Better Selling

By GILBERT EVANS

WHEN THE Taylor Society, the organization designed to promote interest in and to carry on the work of the "father of scientific management," recently announced that it intended to make a study of scientific management as applied to selling it aroused in some quarters into which I penetrate what can best be described as a "horse laugh."

"Do they mean to say," scoffed one salesman acquaintance of mine, "that they are going to put the stop watch on us; or are going to examine our bumps to see if we can get the signature on the dotted line in six motions?"

NEED FOR EFFICIENCY

If I were a sales manager and had this particular salesman on my staff I should certainly consider using the stop watch on him—for I know him as a malingerer. But that is neither here nor there. His comment is typical of what I have heard among wiser, bigger salesmen than he. Even among sales managers with a clear understanding of what the Taylor Society hopes to accomplish there is much honest doubt whether "stop watches, laboratory tests, character analyses and the other tools of the Taylorites," as a trade paper recently put it, can contribute much to the solution of our distribution problem.

On the other hand, however shy of the word "efficiency" the world may have become since the confusion of Wilhelmstrasse, the home of a brand of efficiency that obtained wide publicity between 1914 and 1918, the world of the sales manager is just as shy of the word "inefficiency"—or is going to be as soon as it realizes that real selling is, perforce, once more in fashion in this buyers' market.

The economic wind, blowing from a new direction this fall, has smashed to smithereens the hothouse roof over the salesman's head. It has put him out in the open where he has got to grow and bear fruit in the shape of orders in despite of a competition and a chilliness of atmosphere to which he has long been a stranger. It has placed the sales manager back on his job as a plain and fancy gardener dealing in hardy outdoor perennials and has put him on his mettle as a producer.

Now one of the best incentives to growth and fructification among salesmen that I know of is a satisfactory compensation policy, and, certainly, when the Taylor Society convenes its sales conference in New York next month it must take up the question of making the salesman's compensation plan a more efficient producer of results. As a matter of fact, a committee on sales quotas, headed by Charles P. Staubach, of the Burroughs Adding Machine Company, and M. S. Eylar, of the Elliott-Fisher Company, has already been appointed to that end.

HOW PAY SALESMEN?

How should salesmen be paid? How are salesmen paid? What do sales managers think of their own policies of salesmen's compensation?

Recently ADVERTISING & SELLING sent out a questionnaire to 100 leading sales executives throughout the country with the aim of obtaining data to satisfy an inquirer who had posed these three questions. One of the replies received stands out clearly in my mind.

Answering the question: "Why, referring to the incentive it furnishes the salesmen and the economies it effects in selling costs, do you favor your method of compensation?" a sales manager for a big clothing house wrote tersely, "Do not favor it; but have never broken away from old trade custom. The incentive to sell merchandise is too great under our plan. It does not take care of the need of institutional selling."

Yet the policy under which he was

Paying the Salesman

A questionnaire sent out by ADVERTISING & SELLING on the prompting of an inquirer to one hundred leading sales executives reveals that there is a great divergence of opinion as to the kind of compensation to which salesmen respond most resultfully.

Without venturing any conclusions as to who is right and who is wrong, Mr. Evans discusses the replies in a way which should be helpful to all who are trying to link efficiency with salesmanship.

THE EDITOR.

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working embraced a straight commission scheme with expenses paid, which has been widely accepted as a satisfactory method of developing and compensating salesmen in many lines of manufacture.

Advertising & Selling's questionnaire revealed more than one sales manager thoroughly unsold on his salesmen's compensation policy. It showed some others fairly well satisfied with the effectiveness of their policy as applied to their own lines of manufacture, but hesitant about recommending it to the new manufacturer initiating a sale policy. It found others ready to back their program as a standard practice to be laid down as satisfactory for adoption by all lines not deviating too far in the conditions of selling—from the general run of those producers who approach jobber or dealer or consumer through the medium of the "traveling salesman."

CHANGES PROVOKE INQUIRY

Now when the market begins to wobble, as it has been wobbling in the last couple of months, it is high time for the sales manager to sit down and take stock of the relations existing between the salesman and the firm and then to get up and look around for hints as to how they might be improved to the better contentment of the salesman and to the better service of the firm. When the market begins to contract as it has been contracting of late commissions begin to shrink and new and unfamiliar factors enter into the establishment of the quota. When selling—vis et armis—comes into style again, after a long enervating period of order taking certain readjustments are essential and they are not always easily made. As far as the salesman's compensation policy is concerned, these may merely comprehend the fixing of new commission rates or of a fresh bonus percentage basis, or of a different relation between salary and commission or bonus. On the other hand, they may provoke such a reconsideration of the compensation policy as may result in a complete shift in that policy.

Thirty-five per cent of the replies received to Advertising & Selling's inquiry tell me that the sales executives for leading manufacturers and national advertisers who wrote them are working under a salary and bonus policy. A typical instance is that of the Salada Tea Company, of Boston, which, selling to jobbers and dealers, pays the members of its force a salary plus a bonus based on the minimum of ten per cent over the previous year's sales, and increasing so much for each per cent over the minimum. Writing of his experience with this policy, Edgar Pinto, sales manager of the Salada Company, says:

"This bonus stimulates an increase that is essential to the further success of the business. The excellence of a salesman is usually corroborated by his compensation increase and almost in the same proportion."

FIFTY YEARS' EXPERIENCE

Another manufacturer who has warehouses all over the country and maintains an enormous sales force wrote:

"We favor the salary and bonus plan as a result of fifty years' experience, during which time the commission basis, salary and commission basis and other plans were tried.

"At the beginning of every year we place an estimate or quota on every salesman, based upon his past year's record and the potentialities of his territory, business conditions, etc. Quotas are established not only on total sales but on the sales of several important products, and bonuses are paid at the end of the year to salesmen who have reached their quotas."

The Cleveland Tractor Company, selling to jobbers, pays a monthly bonus based on a sliding scale and increasing as the volume of business increases, extending over a period of one year. The Sturtevant Company adds to its salesmen's salaries bonuses based on volume above a set figure and adds extra compensation for "clean contracts." A great food products company in figuring bonuses takes into consideration the cost of securing the business done through the salesman. The dissatisfied sales manager quoted earlier stated flaty that he favored a salary policy with a bonus system to encourage territorial development. E. C. Atkins & Company, manufacturers of saws, tools, machines and knives, sold to jobber and dealer, works on a fixed quota for the salary and bases the bonus on the kinds of goods sold and the class of trade called upon.

CLASSIFYING THE SALES

Incidentally, it is interesting to note at this point a suggestion made in a recent "Business Progress Bulletin" issued by the Alexander Hamilton Institute. Says the writer:

> Almost every salesman connected with a specialty house handling more than one line knows that there are certain goods which show more profit and give the house more standing than other lines. Salesmen get bulletins urging them to sell certain lines, but at the end of the month, they are expected to show a certain volume.
>
> Every sales manager can tell how much salary a salesman has been paid, how much his expenses have been, and what his gro s volume for the year was. Very few can tell what kind of goods the salesman sold.
>
> It would be a good plan for sales managers of specialty houses to divide up their merchandise into various classes, pay the salesman a nominal salary, plus a bonus covering the amount of business he turns in, in the various classes. For instance, class 1 would be the class on which the house made the most money. It would be possible for them to pay the salesmen say a bonus of two per cent on all business turned in on this class; class 2 pays one per cent; class 3 pays one-half per cent and on all other classes pay no bonus. In other words, the house makes more profits on the first three classes and it will share with the salesmen on these classes.
>
> By this means the firm's interest and the salesman's interest are put on the same basis and the house and the man go down the line together.
>
> For obvious reasons, the salesman is going to see that his volume climbs along the lines that are wanted developed. Any time the house wants to see the other lines develop, or high bonus lines retarded, simply change the classification, and by so doing sales effort is automatically given direction.

There seems to be a general inclination to regard the salary paid in connection with the favored bonus system as a salary and not as a drawing account merely. One sales manager writes:

"We believe that our men should get a fixed salary large enough to relieve their minds of petty financial worries that might reduce the value of their service to us. Naturally, the man has got to earn that salary or he isn't worth keeping. The kind of man we hire will give his salary's worth of service in the dullest times."

Only ten per cent of the replies to Advertising & Selling's inquiry show sales executives favoring the straight salary basis of payment. One writer, representing one of the country's foremost automobile accessory manufacturers, qualifies his approval in this way:

WHY SALARIES ARE PAID

"We pay our salesmen salaries only because we feel that this method insures to a greater extent than any other the strict adherence to our sales policy—so vital to the successful conduct of our business.

"In the case of a line of medium-priced products for which there is a consistently heavy demand, such as soap, kitchen ware, packaged cereals, etc. (answering another inquiry on the questionnaire), we would recommend a salary and commission basis. These lines are older, much older, than ours and therefore on a more stabilized basis. They could count on reasonably strict adherence to their sales policies while, at the same time, their sales would be kept at a high point through the incentive of commmission."

The Pyrene Manufacturing Com-

(*Continued on page* 30)

How Advertising Good Will Helps Financing

National City Company's Ultra-Modern Publicity Merges With That of Advertisers to Move Security Issues

By E. WALTER OSBORNE
From Information Obtained in an Interview With
W. M. SAWYER
In Charge of Advertising, The National City Company

THE financing of a big business, with its manufacturing and distributing organization, offers problems that are of keen interest to every reader of ADVERTISING & SELLING, as they link up with the ever-engrossing subjects that come under the general heading of marketing.

Some time ago we noticed the full-page advertisement of the Firestone Tire and Rubber Company announcing that The National City Company had purchased $10,000,000 of its preferred stock; in the same paper, a large advertisement by The National City Company offered the stock to the public. The novelty of this treatment furnished an interesting lead, for we found The National City Company one of the most consistent and progressive National Advertisers in America. It employs nearly 200 mediums and serves as a place where many of the well-known industrial corporations go to secure the funds necessary to meet expanding business needs, due, let us suppose, to equally consistent and aggressive advertising and selling policies. Some prominent advertisers whose issues of preferred stock, bonds or notes have been bought by The National City Company are: Procter & Gamble, Swift & Company, Armour & Company, Groton & Knight, Timken Detroit Axle Company, and the Firestone Tire and Rubber Company, already mentioned, all of whom are among the leaders in national advertising.

WHERE ADVERTISING SCORES

And here we have an interesting insight into the value of national advertising to a growing business which requires additional capital to meet the demands of expansion.

The Assistant to the President of The National City Company, Lee Olwell, is one who, from experience, believes that a manufacturer employing consistent national advertising builds up the identity of his company in such a manner and to such an extent that the process of refinancing for greater things is vastly simplified. To quote him:

"The good will and prestige gained through advertising in the normal conduct of a manufacturer's business not only promotes sales but, when the time comes for expansion, through the issuance of bonds, materially assists also in that endeavor, for then, generally, the prospective investors in such securities are familiar in advance with the identity and personnel of the corporation back of the issue and have confidence in it, through familiarity and confidence created for the products previously advertised and marketed.

"When the accumulated effects of the advertising previously done by such interests are combined with the forceful advertising and prestige of the securities house the result is that the "selling load" upon the organization selected to float the issue of securities is considerably lightened and the desired results are obtained with proportionately less effort."

An investment house can well afford, when examining into the history and assets of a corporation desiring assistance in selling its securities, to give careful attention to the advertising record of the concern. Advertising, particularly upon a large plane, puts upon the advertiser the obligation to deliver a definite character of goods and service. It is not unreasonable to assume that a concern which has advertised truthfully (and nowadays it is difficult to get by with any other kind of advertising) over a period of years has created something more than mere so-called intangible assets upon which logically to proceed with plans for expansion.

A concern doing national advertising on extensive scale for an honest product naturally is bound to experience prosperity and it is with such prosperous concerns and not with those which are not earning a marked degree of success, that a reputable investment company must do business for the protection of its clients who to a large extent depend upon the soundness of its judgment in accepting issues of securities for sale.

In a little book, "Men and Bonds," published by this company,* there appears a brief story of how a company is financed, and we reprint it in full:

"A manufacturing concern in Detroit, let us say, receives orders for its product considerably beyond the capacity of its equipment. It has to provide new credit arrangements. Its Detroit bank suggests new financing, and recommends The National City Company. The subject is broached to the Detroit office of

* "Men and Bonds" took the only prize given to a book in the class of "The best single piece of advertising" in the exhibit of the Financial Advertisers' Association at the 1920 Convention in Indianapolis of The Advertising Clubs of the World.

THE PUBLIC KNOWS

NOW and again a business man will have recourse to his banker for financial assistance. The extent to which he receives this help depends upon his personal and his firm's standing with the banker, due to his past efforts and record.

In the accompanying article we see another phase of financing—that of huge corporations needing funds for expansion or other purposes—going to the public for such aid through a securities organization.

An interesting point in this subject is the importance attached to the value of past advertising of a firm so desiring public support. It is worth any manufacturer's serious consideration.

THE EDITOR.



One of the "Forward" Series in National Mediums

the company, which notifies the buying department in New York. Within a few hours, its experts are inspecting the concern's plant, its earnings, statements, and plans for extensions. If the company's decision is favorable, the form of security best suited is decided upon and the price fixed to meet the condition of the investment market. The manufacturing concern is provided with new capital, and its bonds, short-term notes, or preferred stock are sold in more than half the states in the Union.

"Few people have any idea of the amount of work which precedes public announcement of a new offering. Several weeks of the most intensive kind of study may result in the rejection of a piece of financing which, at first promised to fill a public want."

SHAPING UP THE ISSUE AND THE SELLING CAMPAIGN

When an agreement to purchase an issue of securities has been reached, the results of the investigation and study are boiled down into a statement which forms the basis for advertising the issue. The advertising is not limited to the usual form of a financial offering. Oftentimes the merits of a particular issue are saliently presented in other ways, as in the advertisement of the Two Rector Street Building Loan, or in the offering of Consumers' Power Company Bonds where points peculiar to those particular issues were made the basis of the advertising.

Naturally the first interest of such a company is to create securities which will measure up under the most rigid investigation and to make available to investors everywhere securities which will, insofar as it is humanly possible, aid in the conservation of funds invested; in this way protecting the public from buying into wild-cat enterprises which are so glowingly offered.

Not long ago, the *American Magazine* published a story called "The Well Frog" by Ellis Parker Butler. The company secured permission to reprint this, and the result is a neat little brochure carrying on its title page a quotation from the story running as follows:

"What we need is a song that would begin—

"Father, dear father, quit buying bum stocks

"Or our whole caboodle will go on the rocks."

This little booklet is sent as an enclosure when the character of an inquiry is such as to suggest its use, and some of the correspondents said there "was plenty of opportunity to use the book."

Newspapers in some fifty different cities where offices are located are used regularly once or twice a week. Practically all of these advertisements carry the cut of the seal of the company, which is also used on the office windows and ground floor office doors. The ground floor offices display window posters designed and executed under the supervision of the home office. The originals, by well-known artists, are displayed in the Fifth Avenue office windows, and life-sized photographic copies, colored by hand, are sent to the different offices. The pictures on these posters are also reproduced on bus cards and on stuffers used for mailing.



Newest Series of Window Cards

GREAT ATTENTION TO ART WORK

In order to emphasize the policy of the company to constantly change the art work in its advertising, these pictures are arranged in series running from three to four months each. One series is of poster-like effect, another consists of striking silhouettes or highly pictorial drawings, and others in pen or pencil technique or illustrated by photographs.

Some of the best known artists and designers have been responsible for the pictorial effects; these include Leo Melzinger, Fred L. Stoddard, Gordon Conway, Seddie B. Aspel, E. McGraw Jackson, Vernon Howe Bailey, Elizabeth Buehrmann and others. The text prepared in the advertising department of The National City Company has a broad appeal. One of the posters with an unusually striking punch to it portrays a simple tablet bearing the inscription:

In Memory of
"JOHN MENTWELL"

For thirty years he intended to put aside part of his next week's salary check for an investment fund. He rests in peace—

But his aged widow is now looking for a job.

The magazine advertising of this company dates back, in a way, more than twenty years, for when it absorbed N. W. Halsey & Company, it took over the contracts of that long-established bond distributing house. The company also absorbed the bond distributing business of The National City Bank of New York, and added to the advertising which the bond department of the bank had been doing, the regular card and magazine space used by the Halsey company. This space has been greatly enlarged in both newspapers and magazines.

A STIRRING CAMPAIGN

A most notable step was taken



The Striking Cover of "Men and Bonds"

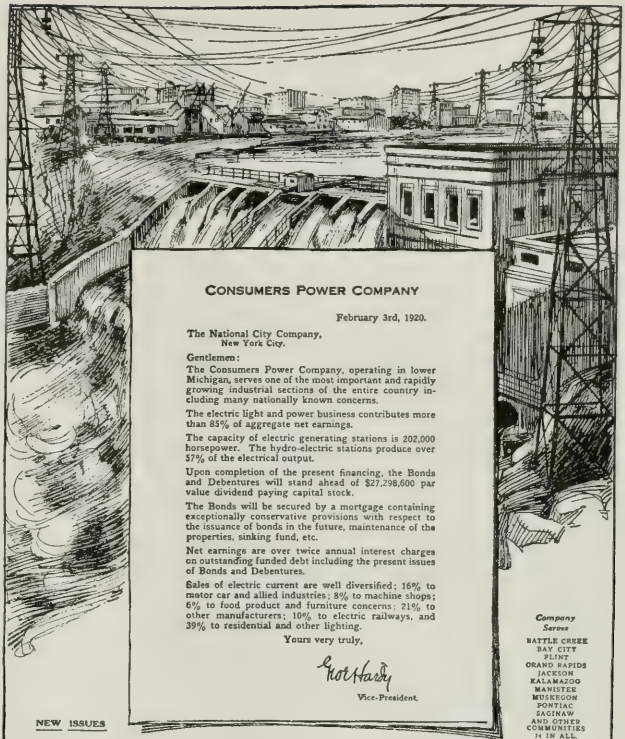
at the time of the appearance of the "Forward" series of full-page and double spread copy in large circulation mediums. This series of advertisements appeared shortly after the armistice and was intended to clearly set forth the value to the individual and to the community as a whole of making investments in the securities of sound American cities and industries, and to divert the savings of the people from wild extravagant expenditures to sound and productive enterprises.

These advertisements were headed by carefully drawn "institutional" and "inspirational" illustrations in which godlike figures typified the various groups of industries.

This series was followed by advertisements tending to show the value of a strong foundation based upon ownership of securities as a protection to the home, while the series now running brings out the advantages offered by a particular feature of service the company is prepared to render. All of these advertisements have appeared in many of the large circulation magazines. In addition to this, local banking magazines are used throughout the country, where special copy of interest to bankers is run.

The effect of this advertising has been broadly constructive to the investment business as a whole. At the time of the first war loan it was estimated that there were about 300,000 to 350,000 individual buyers of investment securities in the United States, and a campaign of persistent educational work, such as has been outlined, makes it easier for every dealer in this class of securities to find customers for his wares. Selling real investment securities is merchandising in its true sense. The product sold is not a commodity for consumption, but a credit obligation purchased because of the income or its yield if held to maturity.

The National City Company keeps its entire force of executives and salespeople immediately and fully in touch with its advertising program. Every one of these workers is sold on the company's publicity and able to resell it if occasion requires. The inspirational force of the advertising copy employed, especially in the "Forward" series, has had a very stimulating effect upon the company personnel.



In This Newspaper Advertisement Copy and Illustration Have Been Tied Tight to the Subject

Arnsfield Heads Engineering Advertisers

J. J. Arnsfield, advertising manager of Fairbanks, Morse & Co., at a recent meeting of the board of directors, was elected president of the Engineering Advertisers' Association of Chicago to fill the vacancy made by the resignation of A. H. Hopkins. Mr. Hopkins has severed his connection with the C. F. Pease Company to take charge of the domestic advertising division of the J. Roland Kay Company. Keith J. Evans, advertising manager of Jos. T. Ryerson & Son, was elected vice-president, and Julius Holl, advertising manager of Link-Belt Company, was elected to the board of directors to fill the vacancy made by Mr. Hopkins' retirement.

Philip K. Mindil Dead

Philip Kearny Mindil, well known newspaper and publicity man who was dramatic editor of the New York *Tribune*, died late last week at his home in New York after a long illness. He had been on practically all the New York newspapers and at one time was the owner and editor of *Vanity Fair*.

Portland Editor Dies

George W. Norton, managing editor of the Portland *Express-Advertiser*, a member of Governor Milliken's Executive Council and treasurer of the Republican State Committee, died in Portland last week.

New Daily in Norfolk, Va.

A third daily newspaper, the *Evening Tribune*, is now being published in Norfolk, Va., by J. Peter Holland, who purchased the equipment of the Richmond *Virginian* when that paper suspended more than a year ago. Nat T. Green is editor and Harry Tucker managing editor.

Building a Complete National Business

The Hoover Suction Sweeper Co. Advertising and the Part Direct-Mail Plays in It

By MARTIN L. PIERCE,
Merchandising Manager, the Hoover Suction Sweeper Co., Detroit, Mich.

THE Hoover Suction Sweeper Company, as all business concerns striving to do a national business, has in its advertising made an attempt to establish three lines of publicity. First, institutional advertising to carry forward the trademark. Second, advertising for future business that will attract new dealers and new consumers five or ten years hence; and, third, a direct drive by advertising for sales today and tomorrow.

The fundamental sales problem of the company is to build up a complete sales organization, to properly train and educate them, to establish reliable dealers in every community, and to cooperate with these dealers in the selling of our product to the ultimate consumer.

The Direct by Mail advertising of the company is now and has been during the last years seeking to locate the largest possible number of prospects with the smallest possible expenditure of time and effort.

Three Aims

FOR several years prior to June, every seller had stood face to face with two buyers.

Today each buyer stands face to face with two sellers.

Such is the business situation with which the writer of this article, which is, in substance, his address before the Direct Advertisers' Convention Conference at Detroit, is dealing in his capacity of Merchandising Manager of the Hoover Suction Sweeper Co.

The three fundamentals of the Hoover advertising here are taken up and a big, vital one, that of Direct Mail, is discussed of itself and in its relation to the others.

THE EDITOR.

EVERY LETTER SHOULD SELL

Today every salesman and correspondent should be a sales engineer. Every letter going out from the order or credit departments should be a sales letter and should carry sufficient sales material so that it will materially assist in solving the fundamental sales problem of the representative organization. The justification of the salary and position of every man here is his trusteeship to the public that his company is seeking to serve. Direct by Mail salesmanship offers the biggest possible opportunity for the expression of this trusteeship.

The Hoover Company sells its product only to authorized dealers. These dealers must be doing a regular, legitimate retail business. The first national advertising done by the Hoover Company was to secure leads. Through Direct by Mail advertising these leads were consistently converted into prospects. When the prospect had been sold the idea and the time had come to make shipment of the machine, arrangements were made again through Direct by Mail advertising to have the machine shipped through her own local dealer. Again through Direct by Mail advertising the dealer was sold on the idea of stocking the product as a part of his regular merchandise.

At this time the Hoover Company is using twenty-eight page booklets that will tell the entire story, eight-page folders, six-page folders, two-page and four-page inserts, a folder for the development of the farm lighting business and to be sent out by the farm lighting trade; form letters to be sent out on the dealer's stationery to prospects; testimonial letters from rug manufacturers and users of Hoover Sweepers; small broadsides sent out as penny mailers, and stickers that are attached to invoices and electric light bills.

ASSISTING RETAIL SALES

According to the sales policy of the Hoover Suction Sweeper Company, the sales organization has not completed its responsibility when our product has been unloaded in front of the dealer's place of business. The company through its sales school and through its sales managers and district managers is developing and instructing resale men to sell the product for the dealer to the user, also the dealer and his salesman are instructed in methods of merchandising Hoover Sweepers through personal conference with members of the sales organizations and through Direct by Mail advertising and house organs that are sent out.

A folio of letters is sent out to our district managers. They go over these with the dealer and decide the type of letter that is to go out. If the letters which we show in this folder do not cover the case, a statement of the situation is made and paragraphs that they want used in the letter are marked. Our Editorial Department at the factory revamps the letter according to the wishes of the dealer. Approximately 100,000 of these letters go out each month.

One of our resale men working in a town of 20,000 recently made up a list of possible users in his town and sent out his letters at three different intervals. Later these same prospects were given a personal canvass and thirty-eight per cent of them were sold. Results were about double what would ordinarily be experienced when making canvasses of this kind without the educational work being done with Direct by Mail material.

One of our managers in a large city during the closing months of the war made a proposition to the Red Cross Society that he would keep their carpets in their workrooms clean, providing they would give him a list of their members. This was done and letters were sent to them and a piece of literature enclosed. Cards were also attached for those who would ask for a demonstration. From the entire list there was a return of twenty-two per cent. More than half of those making inquiry were sold.

In our sales school the salesmen are encouraged to analyze the actual sales that they have made so they

The Print Paper Situation

Speculators in print paper for the anticipated October rise are now unloading at heavy sacrifice as banks call upon them to liquidate their indebtedness.

Manufacturers who a few months ago were confident that through combination they could secure a minimum for their contract tonnage for 1921 **now see no reason for further advances.**

Domestic spot tonnage is dropping a fraction of a cent a pound from day to day. Reports of heavy imports around 6½ to 7½ c. i. f. New York are helping the downward tendency.

One broker told me of talk regarding as low a price as 4½ cents a pound c. i. f. New York which he was trying to run down.

There is no shortage of print paper and no reason for hoarding supply. Continued conservation and reduced volume of advertising produced by higher rates will bring the spot market lower than contract basis in a few months.

Warehouses are full of paper which finally will have to be sold at a loss or used when other supply can be bought at lower prices.

Publishers will do well to buy as little as they can. Even as prices go down, don't buy because it looks cheap. 4 and 5 cent paper would not be cheap paper. Even at that price effective mills would be taking war-time profits.

I am going forward with plans for new mill construction and developing other broad plans to insure fair prices for the future.

JASON ROGERS
Publisher New York Globe

New York, Oct. 27, 1920

may be able to send out in their letters the kind of appeal that will definitely fit into the situation of the prospects. Recently one of our men analyzed the hundred sales that he had just made. He found that fifty-eight of the hundred were sold to business and professional men, twenty-two were sold to families of skilled laborers and twenty to shop hands and common laborers.

Of the fifty-eight professional men twenty-nine paid cash and twenty-nine bought on the divided payment plan, making exactly fifty per cent which paid cash. Of the twenty-two skilled laborers seven, or approximately thirty-three and one-third per cent, paid cash. Of the twenty common laborers, four, or twenty per cent, paid cash. With such information at hand the various appeals put in the letters can be made almost personal in their application.

Several months ago I spent a week with one of our district managers. During this trip we visited a town of 30,000. About three-fourths of the homes were electrified. The new business manager of the Central Station told me that he was just completing his fourth distribution of Direct by Mail material into all electric lighted homes in the town. As a result of the three former distributions sales during the month following the distribution had doubled the regular monthly sales. Twenty-five machines per month had been their usual sales, but each month after the distribution of the literature the sales had been approximately fifty machines without any unusual sales effort.

In Virginia one of our dealers has a store which he calls the "Lightening Parlors." His explanation in Direct by Mail literature he sends out is that he lightens the labor of the housewives and housekeepers of his town. As a result of the distribution of this literature and the follow-up he makes, entire streets have been sold. Apartment houses with six and eight families in them are completely Hooverized. He states in his correspondence that this work could not possibly have been done without the educational work before his arrival by the Direct by Mail literature.

SELLING ON THE ADVERTISING

One of our resale men by the name of Wynn completed the work of the resale school and went into his territory, but unfortunately the dealer's stock had not been delivered. He wasted no time, however. He distributed literature and after doing this for two or three days, he commenced to follow up with personal calls. By the use of the literature and without a machine to demonstrate, he sold thirty-two machines before the arrival of the stock.

One of our salesmen selling in a town on the Ohio River states that he has been sending out booklets on Wednesday to a select list of prospects and calling at the beginning of the following week to make arrangements for demonstrations. He states that as a result of using this method he has been able to arrange, in many cases, for eight demonstrations out of ten places where he has sent the Direct by Mail material. People frequently mention the fact that they have received the book and were waiting for the salesman to call. He states that when he makes canvasses for leads without having first sent the Direct by Mail material it takes him more than twice as long to get the same results.

One Monday morning recently in a Southern town a lady was passing by a display of Hoover's that had been arranged with draperies. The display had been worked out so as to show that draperies would last longer if the floor coverings were Hoovered. She stopped at the display. The resale man who had charge of the demonstrating was out. One of the salesmen nearby handed the customer a booklet and asked her for her name, stating that arrangements would be made for the resale man to call and give her a home demonstration. About a week later the demonstration was arranged for over the telephone. When the resale man began to explain the cleaning principles of the Hoover the lady told him she had read the booklet and liked the way the Hoover cleaned. When he began to push the machine over the floor the little girl of the home asked if she might have a ride. The mother explained the statement by saying that the little girl had seen the picture in the booklet of another little girl riding on the sweeper.

The effectiveness of the Direct by Mail material used by the Hoover Company has been intensified because the management has insisted that only literal statements should be made and that in every case the statement should be the absolute truth. They know that men do not act in line with their absolute interest, but rather in line with what they believe to be their interests. Motive and belief depend upon information to set them going. To their way of thinking only "pure fact" will secure the right sort of response in advertising and they insist upon these pure facts in the same way that you and I insist upon pure food and pure drinking water.

Again the effectiveness of this advertising used by the Hoover Company is definitely set forth because of its universal appeal. It has been used with equal effectiveness by Central Stations, Furniture Stores, Hardware Stores, Department Stores and Electric Stores. Sales are being built up as a result of its use in every state in the Union, in Canada and in England. All types of prospects have been secured in approximately the same percentage in cities, towns and open countries, from all classes.

Once more this effectiveness has been secured because the material is a result of evolution extending over a period of ten or more years. Throughout these years there has been a constant process of refinement going on. From year to year the material has gone out with better mechanical appearance. The arguments have been restated in clearer English. The proper distribution of the various pieces has been determined.

TRUTHFUL AND UNIVERSAL

But through it all the same appeal to economy, because it prolongs the life of rugs and floor coverings, saves servants' hire, saves the expense of having them cleaned, saves time and prevents the destructiveness of back-yard methods, has been stated. It is the same sanitary appeal because it removes disease germs, makes the floor coverings a safe playground for the children, provides pure air for the home, prevents sickness, and prevents a rug from becoming a natural storehouse for the dirt being carried in on the shoes of the various members of the household.

It is the same appeal because it gives the housewife a mechanical aid when she cannot get servants. It conforms to the modern standard of cleanliness. It takes the work out of housework. It makes the farm home as attractive as the city home. It assists in making home work as attractive as any other type of employment.

The same ethical appeal has been used from the beginning. It revives the color in the rugs. It makes the carpets look clean and inasmuch as floor coverings are the basis of the aesthetic beauty of the home, it naturally aids in developing the satisfaction to be secured from the home.

Finally, the effectiveness of Hoover Direct by Mail advertising is attained because whether the piece be of one page or several pages the text is always the same. The reader is made to understand that—really "It beats—as it sweeps—as it cleans."

Collier's

THE NATIONAL WEEKLY

5¢ a copy



Oneida and Collier's

Oneida Community, Ltd., has chosen Collier's as a leading factor in its national advertising campaign.

Read Collier's

Elements of Direct Mail Selling

How the Holmes & Edwards Silver Company Employs This Factor in Merchandising

By WILLIAM B. GRIFFIN
Advertising Manager, The Holmes & Edwards Silver Company, Bridgeport, Conn.*

IF IT were possible to sum up into one sentence all of the points that are necessary to make a direct mail campaign a success, what would be your reply?

This is a question that has been put up to all direct mail advertisers at some time or another, and has been answered in many different ways.

Direct mail advertising must, first of all, have all the principles of good advertising, but the most important point of successful direct mail advertising is to know your prospect.

Advertising by mail is one form of salesmanship where one does not come in contact directly with his prospect.

A salesman can go to a dealer and by coming in personal contact with him is able to size him up and so direct his selling talk.

Some call this "psychology of selling," others have termed it "character reading," but ask any salesman and he will tell you it is "plain horse sense."

STICKING TO COMMON SENSE

Plain common sense is what is needed in every direct mail campaign and because it is impossible for the direct mail advertiser to come in personal contact with each of his prospects, he must draw a composite picture of his trade and aim at that composite individual.

It is impossible to build such a picture of the trade you are appealing to without knowing their habits, their methods of buying and, if possible, coming in personal contact with them as often as possible, and in building your literature, build it to this prospect as you know him, using plain common sense in the construction of your material.

It is an acknowledged fact that direct mail advertising often accomplishes that which it is impossible to do with a salesman. Just let me give you a little example. If any of you have ever been on the road selling and have tried to sell a department store a new line of merchandise, you understand the difficulty that faces any salesman in getting the buyer's attention. It is an old problem.

After many hours are wasted in an out-of-the-way ante-room the salesman will learn that Mr. Buyer is not seeing any salesmen today, and perhaps after five or six fruitless efforts the salesman, if lucky, is able to see the buyer, to learn that the buyer is not interested in such a proposition.

It requires expensive and intelligent salesmen to sell the department store and the man who is selling other classes of trade is rather reluctant about giving up the amount of time necessary to break into a department store and is more willing to turn his attention to channels where he is sure of being compensated with orders for all of the time he puts in.

An advertiser was interested in reaching the department store buyers with a line of special merchandise that was fitted for their use and, rather than take the valuable time of salesmen who were not calling on department store trade and to supplement the efforts of those men who were, a direct mail campaign was built to sell the department store.

After a thorough investigation of the methods used by the salesmen to reach the department store buyer, and the methods used in the majority of cases by the department store buyer for taking on a new line, our campaign was built. Although the point to be emphasized here is the success of the direct mail effort, as such, it should be stated in fairness that fully 50 per cent of the results can be attributed to the construction of the offer itself. It consisted of merchandise priced right, built to fill a certain channel of sales in the department store. It was put up attractively in combination units so that the department store could sell the merchandise with minimum effort.

It consisted of four mailings, and where possible it was addressed to the department store buyer personally.

The results from this campaign were that 5 per cent of the mailing list replied with orders and 1 per cent without orders. The net cost of the campaign compared with the total business received showed a selling expense of less than 4 per cent.

Incidentally many new accounts were opened on the strength of this campaign. It was made easier for salesmen to gain admittance to the department store buyer and resulted in the selling of considerable additional merchandise which could have only been sold by a salesman using valuable time and considerable effort in reaching the buyer.

This condition exists in many lines and I have used the department store only as one example of hard selling, and to show an actual case where direct mail advertising helped the salesmen get under the skin of the department store buyer and sell their line, for the success of this campaign was largely up to direct mail advertising.

THE RETAIL PROSPECT

Other classes of trade must be reached differently, but direct mail advertising will supplement any good salesman, and if your territory is covered only a few times a year these in-between-time calls by direct mail assist the salesman in many ways.

It keeps his house continually before his customer and is working for him while he is in another part of his territory.

The retail jeweler has not been an easy prospect. He is the natural evolution of the highly skilled mechanic, as the majority of jewelers until a few years ago were in the first place watch repairers and carried a small stock of jewelry and silverware. Naturally it is hard to sell this class of trade by direct mail, but today, through co-operation of retail jewelers' associations and the intelligent reading of trade papers, retail jewelers are rapidly becoming the best merchants in their community.

With their attitude changing greatly and their becoming more progressive, the manufacturer or jobber can now better aim his appeal, for it is falling into a more receptive group, for now the retail jeweler, being a better merchant, is more readily able to differentiate between a good proposition and a poor one.

Your mailing list is of great importance and requires close watching of the changes in the business and new dealers starting out, in order to

*Portion of an address before the Direct Mail Advertising Convention at Detroit.

keep your list alive. Check up often, for it not alone saves postage but saves mailing of expensive material. By doing this constantly it is seldom that with a mailing of 10,000 pieces we receive more than five or ten back from the post office marked unknown.

Aside from shaping your appeal to your prospect and knowing your prospect thoroughly some of the methods of attacking need testing. For instance, the postage rate covering the class of material sent must be settled.

FOR ONE-CENT POSTAGE

Mimeographed letters that are obviously circular letters receive as much attention when not filled in with an address or salutation as letters that are, for it is impossible in these days to fool the average prospect with a mimeographed or multigraphed letter, making him think that it is a personal letter to him. Such letters can go out under one-cent postage, for I doubt very much if many one-cent letters reach the waste basket unopened.

If your envelope is opened the letter and enclosure must tell your story to make the sale and there are very few men who do not open every envelope received. The reason that so many direct mail pieces go into the waste basket is that they are not attractive enough to gain the reader's attention immediately and hold him until he is sold.

Direct mail literature should be simply instructive—tell your prospect in as few words as possible, use plenty of pictures, draw diagrams if necessary. Pictures tell an idea, copy tells a thought. When you are selling by direct mail you are appealing to the eye and you must make your proposition plain so that it can be grasped at a glance.

There is no chance for your prospect to ask questions, when a letter lies before him, and there is no salesman to answer his questions. You must ask all questions about your proposition and answer them in your literature.

As direct mail advertisers' problems differ, it is best to experiment along these lines with test mailings, in order to determine the best method of approaching your trade.

There is only one way to put across a personal letter and that is to write each one individually, and this is important on all follow-up letters.

Circular letters sent out broadcast bring in replies asking for certain specific information, but when you follow up these prospects, follow them up with actual individually typewritten letters. Then you get attention and hold it.

My experience has proven that the relative value of letters versus broadsides is that a circular letter sent broadcast under third-class postage is just as effective as a broadside.

Either method will bring back inquiries in a proportion that we have considered fair, but when your inquiry comes back, follow him up. You have then a real, live, red hot trail. Pursue him until he either places his order or tells you why he cannot. Never fail to enclose in any sort of a letter or broadside some sort of order blank or return post card, not alone for keeping a check on returns, but because these are your business getters. Every opportunity I get I enclose, in form letter, circular or dictated letter, an order blank keyed for that letter. I have known order blanks to come back with good orders after being in a prospect's desk for twelve or eighteen months.

When using letters keep them short and paragraph often. Short sentences and short paragraphs are



There's a Thirty Million Dollar Annual Pay Roll in Muncie

Muncie, the Magic City, the metropolis of Eastern Indiana, has an annual pay roll of $30,000,000.00. Half of this sum is paid to 9,000 factory workers, who are earning an average of $35.00 weekly.

New industrial plants now under construction give promise that the number of high grade workers now employed in Muncie will be greatly increased, perhaps doubled, within the year.

Write for the analysis of the Muncie market to the paper that thoroughly covers this section, The Muncie Star.

The Muncie Star, The Terre Haute Star and The Indianapolis Star offer to discriminating advertisers the least expensive and most effective method of covering Indiana. They compose

The Star League of Indiana

The Greatest Combination of Quality Circulation in Indiana

Eastern Representative: Kelly-Smith Co., Marbridge Bldg., New York
Western Representative: John Glass, Peoples Gas Bldg., Chicago

ONE OF THE SHAFFER GROUP OF NEWSPAPERS

read more often than long and intricate phrasing, longer sentences and long paragraphs. Use simple words with heavy meaning. Picture words are best. Remember the eye is what you are appealing to, so that aside from your letter looking neat and being clearly typed, it must be easy to read.

There is no second sight about getting results. It is knowing your trade, knowing your product, knowing your plan and telling it simply, clearly and with the punch that sells.

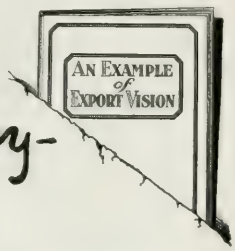
Chandler Heads Purchasing Agents

W. L. Chandler, of the Dodge Sales and Engineering Company, Mishawaka, Ind., was chosen to head the National Association of Purchasing Agents, at the recent convention of that organization in Chicago. Mr. Chandler inaugurated the movement for the standardization of catalogs and was instrumental in designing the universal danger emblem adopted by National Safety Council several years ago.

Associated Raisin Co. Appoints Sales and Advertising Head

The directors of the Associated Raisin Company, of Fresno, California, have appointed Stanley Q. Brady sales and advertising manager of the company to succeed Holgate Thomas, resigned. Mr. Brady was formerly western sales manager of the Thomas H. Lipton Tea Company.

Send for free Copy-



An Example of Export Vision

tells how a manufacturer who faced domestic indifference turned to export trade.

The result today is a business running up into several million dollars a year of which 75% is export.

The Wichita Motors Company of Wichita Falls, Texas, first started their advertising campaign in the AMERICAN EXPORTER in 1913. In three years' time thirty foreign countries were buying Wichita trucks. Today the Company sells in 83 foreign countries.

This world-wide business has been built up entirely through advertising. No factory salesmen were ever sent abroad. The orders were secured through the intelligent handling of inquiries received from the advertisements.

The story of this Texas company is an object lesson to American manufacturers. It points the way to unlimited opportunities awaiting them through export advertising.

Better write today for free copy of this really interesting booklet.

AMERICAN EXPORTER

THE WORLD'S LARGEST EXPORT JOURNAL

17 Battery Place **New York City**

Advertising to Settle Labor Questions Urged at Direct Mail Convention

President Alexander M. Candee, opening the third annual convention of the Direct Mail Advertising Association in Detroit this week, urged the many hundred advertisers assembled to start a propaganda for the use of advertising in settling labor questions.

"It is necessary," Mr. Candee said, "to find some method of arriving at conclusions to settle a dispute that is not a wrong method, for wrong can never make a right. Strikes are wrong. They cannot accomplish that which would be accomplished by right methods. Right is power and right can only prevail. Then it is necessary to seek right ways, to build along constructive lines and not along destructive lines. Advertising is such upbuilding and we can, as an association, foster the spirit of using this advertising. I should like to see labor organizations use advertising to create public sentiment. We would be perfectly safe in that, because if they do the public will very soon know whether or not their appeal is right or wrong. If it is right, the appeal will prevail. Some employers may object on the ground that it will overturn business. Such, however, cannot happen, for if employers themselves are wrong they cannot so continue."

Mr. Candee spoke of the great opportunities which await the house organ editor and publisher as an influence in modern civilization; and also advocated the establishment of a central bureau by the Association to carry on research and investigation.

Martin L. Pierce, merchandising manager, Hoover Suction Sweeper Company, North Canton, Ohio; D. H. Nelson, agency supervisor, Massachusetts Bonding & Insurance Company, Saginaw, Mich., and W. S. Ashby, advertising manager, Western Clock Company, La Salle, Ill., followed Mr. Candee with addresses at the Wednesday morning session. The afternoon was devoted to talks by G. Lynn Sumner, president, Woman's Institute of Domestic Arts and Sciences, Scranton, Pa.; O. A. Brock, sales and advertising manager, Keystone Steel & Wire Company, Peoria, Ill.; J. R. Shultz, managing editor, Du Pont Company, Wilmington, Del.; Prof. Edward Hall Garner, University of Wisconsin, Madison, Wis.; W. B. Griffin, advertising manager, Holmes & Edwards Division, International Silver Company, Bridgeport, Conn., and Paul Sauer, advertising manager, Columbian Steel Tank Company, Kansas City, Mo. The addresses of Mr. Pierce and Mr. Griffin appear elsewhere in this issue. The Annual Swap Fest was held on Thursday, followed by a banquet in the evening, and the convention came to a close Friday afternoon.

New Advertising Firm in New York

Moore, McCord, Gilchriese and Associates, advertising, recently incorporated in the state of Delaware, has located at 24 West Thirty-ninth street, New York. H. L. Gilchriese, W. R. McCord and L. P. Moore, the principals, have also organized the National Mat Service in New York.

Floing Company in Detroit

A Detroit office, in charge of C. J. Watts, has been opened by the Wilfred O. Floing Company, advertising artists of Chicago.

Evans & Barnhill Have 111 Cigarette Account

Evans & Barnhill, New York, have secured the advertising account of the 111 cigarette recently introduced by the American Tobacco Co.

Conklin Pen Advertising Now With Richards

The Conklin Pen Manufacturing Company, Toledo, Ohio, has placed its advertising in the hands of the Joseph Richards Company, Inc., New York. The plans include the use of national and farm magazines, newspapers and trade papers. There will also be considerable direct mail and dealer co-operative work.

Rauh Gets Tire, Tooth Paste and Cigar Account

The following accounts have been placed with The Richard S. Rauh Company, Pittsburgh, Pa.: Keystone Pipe & Supply Co., Butler, Pa., oil well supplies; Preventol Laboratories, Pittsburgh, Pa., makers of F. E. I. tooth paste; Cord Tire Corporation, Chester, W. Va., Superior cord tires; and A. Ruben Co., Pittsburgh, Pa., Arco special stogies.

Two New Accounts with James Agency

The advertising accounts of the American Grocers' Society, Inc., and Youell's Exterminating Company have been placed in the hands of the James Advertising Agency, Inc., New York.

Chambers to Advertise New Syrup

Chambers Agency, Inc., New Orleans, is preparing a newspaper schedule for "Honey Gold" Syrup, a new product of Langhoff Bros. Co., New Orleans.

Royal Campaign in Newspapers

Besides advertising in sixteen magazines, the Royal Typewriter Company, New York, has started a campaign in newspapers. Advertisements will appear at weekly intervals in newspapers throughout the United States.

Kobbe Has Moth Bag Account

Philip Kobbe Company is now handling the advertising of Manahan Moth Paper Company, Inc., manufacturers of moth bags. Newspapers are being used.

Handles Hotel Show Advertising

E. F. Korbel, of Rowland Advertising Agency, New York, is handling the advertising for the Fifth National Hotel Men's Exposition, to be held at Grand Central Palace, November 8-13.

Cutlery Account With Gunnison

Edward Weck & Son, Inc., maker of cutlery, has appointed Stanley E. Gunnison, Inc., New York, as its advertising agent.

Five Accounts for Wood, Putnam & Wood

The Boston office of the Wood, Putnam and Wood Company announces the following new accounts: Davis Lynn Storage Battery Company, Lynn, Mass., manufacturers of storage batteries, to be nationally advertised; L. C. Page Publishing Company, Boston, Mass., book publishers; National Chain Motors Corporation, chain garages on principal truck routes in the United States; H. M. Reynolds Company, Boston, Mass., manufacturers of shingles; and the Colonial Motors Corporation, Boston, Mass., manufacturers of Colonial Six. Plans for national campaigns for the above concerns are now under way.

Hosiery Account With McCutcheon-Gerson

The McCutcheon-Gerson Service will handle the account of A. Keeney Clarke, hosiery manufacturer and manufacturers' agent of New York. Newspapers will carry this campaign, directed to cover New York, Pennsylvania and Middle Western States.

McCann Has Tractor Account

The H. K. McCann Company has secured the account of the Sprywheel Tractor of Boston.

Gundlach Has Mail Order Account

Consumers Stores Company, mail order groceries, has placed its account in the hands of the Gundlach Advertising Agency of Chicago.

Square D Account With Brooke, Smith & French

The Square D Company of Detroit, manufacturer of safety electric switches, has placed its advertising with Brooks, Smith & French, Inc., Detroit advertising agency. The Square D Company will conduct a campaign in nationally circulated and industrial magazines as well as newspapers.

Silberstein Secures Shoe Advertising Account

The advertising agency of Alfred J. Silberstein, New York, has secured the account of the Diamond Shoe Company, Brockton, Mass. M. Martin Stollmack, sales promotion manager at the New York offices of the company, will direct the advertising.

The Carrier Test!

Follow a Star carrier anywhere in Kansas City. See if he misses throwing The Star to a single home.

Every detached house will receive at least one Star and every family hotel or flat will receive at least as many Stars as the number of families it contains.

That is what happens twice a day everywhere in Kansas City.

There are more Star subscribers, served by The Star's exclusive carriers, in Greater Kansas City than there are families.

THE KANSAS CITY STAR

Average Net Paid Circulation during September:

MORNING	EVENING	SUNDAY
210,019	214,111	213,748

Chicago Office
1418 Century Building

New York Office
2 Rector Street

South Africa to Advertise

The Government of the Union of South Africa has appropriated the sum of £35,000 ($170,300) for the purpose of advertising South Africa in foreign countries, particularly Europe, the United States and South America. In addition to this amount, various public associations have promised to contribute £10,000 ($48,700). Arrangements have been made for the organization of a permanent staff in London, and representatives of the Railway Publicity Department have already opened an office in that city. The object of this organization will be to disseminate accurate information concerning the Union of South Africa and the Southwest Africa protectorate and to attract to these countries suitable immigration and capital.

South African trade is increasing considerably. Figures sent to Advertising & Selling by Cecil J. Sibbett, managing director of the South African Advertising Contractors, Ltd., show that imports for the five months ending May 31 last amount to £40,378,704 as against £25,853,538 for the same period of 1919. Exports during the same periods were £51,109,245 and £25,529,247, respectively.

Shuman Gets Carburetor Account

Shuman Advertising Company, Chicago, has obtained the accounts of the Thermo Carburetor Company, Chicago, and of the Wausau Abrasives Company, also of that city.

Brandt to Advertise Berry Candy

The Brandt Advertising Agency, Chicago, is now handling the account of the Berry Candy Company of that city.

Case Threshing Machine Advertising With Western Agency in Racine

George A. Dechant, advertising manager of the J. I. Case Threshing Machine Company, Racine, Wis., announces that hereafter all advertising for the company will go through the Western Advertising Agency, Baker Block, Racine, Wis.

Harold Smith, secretary and treasurer of the Western Advertising Agency, and other members of the agency, were formerly connected with the Case organization, but the Case company is not financially interested in any way, Mr. Dechant asserts.

Guenther-Bradford Will Advertise Cough Syrup

Guenther-Bradford, Chicago, is planning a campaign for Pine Needle Balm Cough Syrup, made by the George Mayer Company, Chicago, a new client.

Porter Places New Advertising

Harry Porter Company, New York, is placing advertising for the Bonat Products Company, makers of hair nets, and the Binney & Smith Company, Crayola crayons.

Clough Adds Account and Artist to Staff

The John L. Clough Advertising Agency, Inc., of Indianapolis, is handling the advertising account of Schlosser Brothers, manufacturers of Oak Grove Butter. A campaign using a list of Indiana newspapers is planned.

Miller V. Warner, commercial artist, for the past few years engaged in business for himself, has joined the staff of the Clough agency.

Briggs & Stratton Advertising With Ayer

Briggs & Stratton Company, Milwaukee, Wis., has placed its advertising with N. W. Ayer & Son, Philadelphia.

W. P. Bottofson has resigned as advertising manager, and J. A. Steen has succeeded Z. Godin as sales manager. An appropriation of $135,000 has been made for advertising.

New Account for Doremus Agency

Doremus & Co., New York, has obtained the account of Adrian Van Sinderen & Co., management supervision and investigation.

National Advertisers Meet Dec. 6-8

The Association of National Advertisers will hold its annual meeting at Lakewood, N. J., on December 6, 7 and 8.

T. H. McClure Handles Navy Advertising

In accordance with the intensive sales and advertising policies which have been adopted by the Navy Department in the sale of Surplus Stocks, a New York office has been opened on the sixth floor of the Grand Central Palace. This office will handle all advertising and will also originate sales promotion plans.

T. H. McClure has been retained by the Navy Department as advertising and sales counselor and will have his headquarters in this office. Miss Shirley Virginia Carter, formerly in the promotion department of the McGraw-Hill Company, will act as Mr. McClure's assistant.

A national newspaper campaign for vessels and a trade paper and newspaper campaign on textiles were the first to be directed from the new office.



The
ALL FICTION FIELD

COMPRISING

Adventure
Ainslee's
Argosy-All Story
Detective Story
People's
Short Stories
Smith's
The Popular
Top-Notch

Brooke, Smith & French Get Belt Lacer Account

The advertising of the Clipper Belt Lacer Company of Grand Rapids is now being handled by Brooke, Smith & French, Inc., Detroit advertising agency. The Clipper Belt Lacer campaign will be conducted through national and industrial publications.

Foley Agency Adds Sims

John Clark Sims, who has been active in financial advertising, has been added to the staff of the Richard A. Foley Advertising Agency, Philadelphia.

Michaels Makes Crimmin Contract Manager

David J. Crimmin, formerly with McGraw-Hill Company, and later with the contract department of the Erickson Company, will join the staff of Harry C. Michaels Company on November 1, as contract manager.

O. H. Chain Directs Royal Easy Chair Sales

The Royal Easy Chair Company, Sturgis, Mich., announces the appointment of O. H. Chain to succeed Raymond Spencer as sales manager. Mr. Chain for the past ten years was a representative for the G. I. Sellers & Sons Company, Elwood, Ind.

Gilkey, Acason Truck Advertising and Sales Head

Dan Gilkey, Pacific Coast representative of the Acason Motor Truck Company, Detroit, has been promoted to the position of vice-president in charge of sales and advertising.

The desire for quality underwear is a sure sign of real discrimination. And so, Oppenheim, Oberndorf & Company explain the merits of Sealpax to the million and a half readers of the magazines comprising the All Fiction Field.

The
FIELD OF GREATEST YIELD
PUBLISHED BY
Doubleday, Page & Co. The Ridgway Company
The Frank A. Munsey Co. Street & Smith Corporation
MEMBERS A. B. C.

New Officers for Associated Business Papers

At the final session of its fifteenth annual convention last week in New York, the Associated Business Papers, Inc., elected the following officers and directors for the ensuing year: M. C. Robbins, *Gas Age*, New York, president; James H. McGraw, McGraw-Hill Company, New York, vice-president, and V. H. Power, *Manufacturers' Record*, Baltimore, treasurer. The executive committee is composed of the following: A. C. Pearson, *Dry Goods Economist*, New York; R. Marshall, *Concrete*, Detroit; F. D. Porter, *Buildings and Building Management*, Chicago; Samuel O. Dunn, *Railway Age*, Chicago; A. O. Backert, Penton Publishing Company, Cleveland, and Roger W. Allen, Allen-Nugent Company, New York.

Business Paper Editors Elect

The National Conference of Business Paper Editors at its closing session last week elected the following officers: Clay C. Cooper, *Mill Supplies*, Chicago, president; Charles J. Stark, *Iron Trade Review*, Cleveland, vice-president; Ray W. Sherman, *Motor World*, New York, secretary-treasurer. The new executive committee is composed of: A. I. Findley, *Iron Age*, New York; H. C. Parmalee, *Chemical & Metallurgical Engineering*, New York; E. T. Howson, *Railway Mechanical Engineer*, Chicago; A. R. Kennedy, *Canadian Machinery*, Toronto, and J. H. Stone, *Shoe Retailer*, Boston.

S. C. Dobbs, Coca-Cola President, Resigns

The resignation of Samuel C. Dobbs as president of the Coca-Cola Company was made known this week at a meeting of the Board of Directors. Charles H. Chandler of Atlanta was named to succeed him, W. C. Bradley was elected chairman of the board, and Harrison Jones and B. S. McCash, both of Atlanta, were elected vice-president. The story of Mr. Dobbs' rise from drug clerk to president of the company through the sales and advertising end of the business was told in Advertising & Selling of March 20.

Paul Block Host to Advertising Men

Paul Block, of Paul Block, Inc., New York, was host to about seventy advertising men at a dinner given last week at Copley-Plaza Hotel, Boston. Entertainment by the Ziegfeld Follies at the Colonial Theatre followed.

Harley-Davidson Makes Kleimenhagen Advertising Head

General Manager Arthur Davidson, of the Harley-Davidson Motor Company, Milwaukee, Wis., has announced the appointment of W. E. Kleimenhagen as advertising manager to succeed Lacy Crolius, who has severed his connection with the company. Mr. Kleimenhagen has been identified with the concern in a sales capacity for more than ten years.

"McClure's" 15c. in 1921

McClure's Magazine in 1921 will reduce its price per copy from 25c. to 15c. Advertising in each issue will be limited to 23 pages at $2,500 a page.

Scott, Tracy-Parry Vice-President

William P. Scott has been elected a vice-president of the Tracy-Parry Co. of Philadelphia, Pa.



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer?

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

Team Work to Insure Rapid Turnover

Merchandise That Remains in the Retailer's Store Doesn't Do the Consumer Any Good

THE National Lamp Works of the General Electric Company manufactures and sells National Mazda lamps through its jobbers and retail agents on a consignment basis. It realizes that every form of co-operation must be extended to the retailer who sells these lamps. Advertising is a powerful force in merchandising any commodity. But advertising alone is more or less helpless. No advertising campaign will sell many National lamps unless the consuming public has a chance to buy these lamps. In other words, some plan must be worked out and put into effect whereby the retailer of lamps can cash in on our national advertising. If this is done and the dealer is made to see the path he should follow in connecting up his store with national publicity he will sell lamps. National advertising may be flung from coast to coast and every street car from Boston's subways to Frisco's scenic surface lines may carry the story of the "way to better light" and their efforts may be backed up by big appropriations for outdoor advertisements and circulars in a dozen colors.

That is just what the National Lamp Works has done. And the plan has worked in every state in the Union. When the retailers enthusiastically co-operate in pushing Mazda lamps, they profit from all the publicity and sales effort. For several years the National's Publicity Department has been connecting the dealer's store with national advertising, using direct mail when anything big was in the air. Last year the work was enlarged and the window trim tie-ups for the last half of the year were prepared in advance to keep step with the national advertising campaigns and sent to every National lamp retailer. The results justified the effort and the attempt was repeated for the first six months of this year. And it is being repeated for the last half of this year on a more extensive scale than ever.

The company's "What's New" book was sent to every National distributor, from sales division to country village retailer, during the last week in July. This catalog of selling helps contained all the *Saturday Evening Post* advertising for the remainder of 1920 and pictures in colors of the window trims prepared for the retailer to connect his store with the manufacturer's publicity campaign, for direct benefits.

The first page of "What's New" was captioned in red ink "Let's Do the Job Together." A little talk on co-operation followed. The advance program was explained and the best method of adapting the retailer's business to the manufacturer's national advertising described. The dealer was urged to plan his selling campaign to keep step with the National's campaign. The retailer was made a partner in the work.

"What's New" also contained the available literature for a factory lighting drive. Local advertising that the retailer may use was shown; motion picture slides were illustrated. And the right thing for the retailer to do to capture farm trade was described. Store lighting literature was treated much the same as factory lighting.

Window trims in colors were shown and the dates given when they should be installed to best take advantage of the National advertising. In other words, the National advertising and the retailers tie-ups were timed to support each other. They were aligned so that the "zero hour" saw everything in readiness. The barrage of National advertising prepared the way for the local clean-up. No wasted effort could result from this co-ordinated selling campaign.

But this co-operation has been forced on the retail lamp merchant. He was sold on the proposition first. He now looks forward for the arrival of "What's New" and its selling helps. The National's house organ, the *Stimulator*, informs him of the expected arrival of "What's New." And the salesman works with the retailer to get him to use the service, to get him to push National Mazda lamps in his selling efforts.

In the meantime the salesman has been instructed through confidential literature sent to him.

However, the local advertising is not thrust on the agent that he may toss it in the waste basket. "What's New" contains a series of printed post cards on which the agent can order window trims, lantern slides and newspaper cuts. The material and service cost him nothing, but the fact that he has to write for it impresses him with its value. In this way no expensive material is wasted, for advertising matter costs money these days.

If the success that its forerunners have enjoyed continues, "What's New" will keep National Mazda lamps moving off the retailers' shelves. It will complete the last step in the chain of distribution and get more lamps into the hands of consumers.

Sales departments and advertising departments must co-operate with the retailer and work hand in hand if the product is to go to the consumer as it should. By so doing all the agencies of manufacturing and distribution profit.

TURNOVER

MERCHANDISE that isn't turned occasionally isn't making much money for the manufacturer, the dealer or the consignment agent. This is an even more important fact if the merchandise be small articles of a low price.

Goods that remain in showcases, on the counters and shelves or under the shelves do no one very much good, neither the manufacturer nor the retailer and certainly not the consumer. But they tie up capital, and with the inflated prices and tight money that business generally has to contend with today this was never more important a consideration than right now.

This article tells how the right kind of sales co-operation will make dealers happy and their customers satisfied as the result of on-time turnover.

THE EDITOR.

Business Press and the New Selling Demand

Manufacturers Must Resell Their Prices and Educate Dealers on Profits Through Turnover

By H. A. LEWIS
Advertising Director, *Electrical World* and *Electrical Merchandising*

AS SELLERS of business paper advertising we have assumed that the manufacturer knew his market and knew trade and general business conditions. We have assumed that he was a merchant as well as a manufacturer.

The American manufacturer never has known the details, nor has had a feeling of his market in the same way that the business paper has had an understanding of the field it served. Every strong advertising solicitor knows this is a fact and has made the most of the situation, consciously or unconsciously.

If criticisms are in order, as business paper publishers we have been satisfied with results and have not studied fundamental causes. We have noticed how open-minded the average manufacturer is for suggestions on how to cut manufacturing costs and we have observed how diligently he has pursued investigations regarding the best production methods, but we have ignored the fact that the same manufacturer has generalized on marketing conditions and we have failed to see that the very positiveness of opinion of most American manufacturers regarding marketing conditions was the result not only of ignorance and narrow-mindedness, but primarily the result of a complete lack of any merchandising sense. The exceptions to this statement, of course, include all our dear personal friends and near relatives who are in the manufacturing business.

PLEA FOR ADEQUATE RATES

Let me list some of the problems which are by-products of the war that confront the sales department of the average manufacturer which cannot be coped with single-handed. The consumer's boycott of existing price schedules; the competitive effect of imported merchandise; the 20 per cent increase in railroad fares and the 50 per cent increase in Pullman fares; the shortage of investment capital and the tightness of bank credit—these are all practical problems which must be met.

Every manufacturer's sales department must have the benefit of an outside viewpoint and that help should come logically and systematically from the business papers, which should give this help fully conscious of the service they render—consciousness being measured in terms of adequate rates.

First, let us consider the consumer's boycott of existing price schedules. We have been through a period of high prices; a direct result of the war, of credit inflation and of profiteering—the last always being a by-product of the disarrangement of the laws of supply and demand. The 50c dollar bred extravagance. The time payment method of financing consumers' purchases accentuated emotional spending. Action followed reaction and the day of reckoning came. Credit deflation—an international issue on the part of all governments and bankers—put the brakes on. The public took an inventory and was dissatisfied with the showing.

There are two things which must be done. First, sharpen the pencil and prove that present costs are cut to the minimum and that the profit made is fair. If costs can be cut and the profit is profiteering, price reductions are in order. Second, every business house must resell its present price schedule, whether it be revised or not, to every one of its customers. Whether we like it or not, we are all on the defensive regarding the prices we charge today and the prices we will be charging for the next six or twelve months.

How many American manufacturers are taking these facts into consideration in working out their price schedules? In fact, how many American manufacturers have even sensed the fact that, assuming they have cut their prices, business is not assured until they have proven the equity and permanency of their new price level? There are certain manufacturers in different trades who appreciate this condition and have even gone so far as to guarantee the permanency of their prices for a definite period. What an opportunity for business papers! A general boycott of all price schedules is the advertising man's opportunity.

Second, in practice, if not in theory, America will be for some time to come a free trade country. Foreign exchange rates, as we have all observed, know not the voice of political parties, but measure inexorably the international debit and credit balances for money or goods and for services rendered.

We are today a creditor nation. Dr. Vissering, of the Netherlands Bank at the World Financial Conference at Brussels on September 29 of this year, stated that the American government had claims upon other countries reaching $10,000,000,000, and that individuals in America had additional claims for supplies furnished to Europe amounting to $4,000,000,000. He stated further that the United States possessed four-ninth of the world's gold stock. This is only a part of our picture. As the boys say "we do not know the half of it."

OUR REMEDY

We have got to export both money and credit and to import the finished product of foreign factories. Exporting credit gives but temporary relief to foreign exchange balances, and furthermore, much of our credit is needed at home. Importing merchandise is the economic answer. This is not a theoretical point of view, these are facts.

Take the case of a motor manufacturer with a maximum prospect list of 100,000 customers. Is his advertising campaign in popular magazines at a cost of from $100 to $200,000 a luxury to be charged to a personal vanity account or is a hazy knowledge in the minds of 100,000,000 American people about his product a valuable thing that will reduce his marketing costs and place him in a stronger position to meet competition? As I see it, it does not matter whether this particular manufacturer actually faces foreign competition or not, the point is we now have a new yard stick for measuring American efficiency. Can we meet foreign competition? If not, why not?

The war put all manufacturing methods to the acid test and inefficiency went by the board. This after-

math of the war puts American marketing methods, including advertising, to the test and inefficiencies must go. Spades must be called spades and every manufacturer must study his marketing methods intensively and have a real knowledge of trade and general business conditions. I personally know a small motor manufacturer who is a real merchant. He studies trade and general business conditions and always checks his conclusions with the sales staff of *Electrical World*. He discovered the other day that there was a shortage of motors in a particular part of this country and that general business conditions there were very good. As a result he reconsigned a quantity of motors and stands to make not only a trading clean-up, but to establish his line in a section of the country where his large competitors have heretofore dominated the field. This man took advantage of information that would not be available to foreign competitors—if he had any—and there is nothing in the transaction in any way chargeable to a vanity account.

The day of the real merchandising man in our manufacturing industries has arrived and the part that business papers can play in this marketing renaissance is obvious.

PERMANENT SELLING COSTS

An increase in all direct selling costs is here as a permanent and a definite fact. The American manufacturers have maintained an army of salesmen and the motto of the average sales manager has been when in doubt put on another man. I personally have great admiration for these traveling representatives of American commerce. Their equal can be found in no other country, but when I see the appalling duplication of effort between manufacturers' salesmen and the representatives of wholesale houses, and the lack of planning and system in the routing of these men, I am tempted to compare this economic waste via the expense account sheet with our yearly national loss from forest fires.

With this 20 per cent and 50 per cent increase added, the immediate result must be a more critical analysis of the services which the wholesale and jobbing trades offer and a more detailed study of the possibilities of all kinds of local selling agencies.

Each trade has its already established machinery of distribution, and regardless of relationships and customs that may have existed for many years between each manufacturer and the trade, a period of mutual readjustment is at hand.

Mr. Manufacturer has got to quit looking out at the world through his factory windows and stop accepting second-hand opinions from prejudiced observers regarding marketing conditions. He must at first-hand see himself as others see him, if he is to find the offset to increased direct selling expenses.

We business paper men have already been cast for the role of guide, philosopher and trained observer. The question is, are we letter perfect and are we prepared to suit the gesture to the word?

Elmer L. Clifford Dead

Elmer L. Clifford, who until illness forced him to give up work was business manager of the New York *American*, died last week in a Minneapolis hospital. He was forty-six years old.

Jay Rial, Circus Advertising Man, Dies

Jay Rial, for twenty years publicity agent for the Ringling Brothers and Barnum & Bailey circuses, died last week in Winston-Salem, N. C., in his sixty-eighth year. He had closed up his work for the season when he became ill with pneumonia.

Sweater and Knit Goods Men to Invest $200,000 in Advertising

The National Association of the Sweater and Knitted Textile Industry at its meeting at Milwaukee recently determined to invest $200,000 in a campaign to popularize knitted wearing apparel. Pledges to the amount of $75,000 have already been made.

WHAT DOES "JOBBER INFLUENCE" OF A NEWSPAPER MEAN?



Indianapolis Electrical Jobbers do Business *Regularly* in Eight States

It would surprise the average advertising man to find how many retailers of electrical supplies in Kentucky, Tennessee and Alabama buy from Indianapolis jobbers. The five electrical jobbers of Indianapolis travel fifty-nine salesmen in eight states. These jobbers did approximately $6,000,000 business in 1919. This is an index to the dominance of Indianapolis in this jobbing line. Of course the advertising medium which the heads of these Indianapolis houses know best is The News. A "News advertised" product is something they know about. Through its jobber influence, The News produces sales results far beyond its circulation radius.

Send for booklet—"Seven Studies in Distribution"

The Indianapolis News

First in America in National Advertising 6 Days a Week

New York Office
DAN A. CARROLL
Tribune Building

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg.

USE NEWSPAPERS ON A THREE-YEAR BASIS

Stop Talking Ruin, Urges L. K. Liggett

New England Advertisers, at Boston Reorganization Session, Are Told of Business Outlook

By WALTER SAMMIS
Editor of *Associated Advertising*

DIFFICULT indeed it is to pick the most important from among the outstanding features of the first annual New England Advertising Conference, held in the Copley Plaza Hotel, Boston, under the auspices of the New England Association of Advertising Clubs, October 21 and 22.

From the standpoint of organized advertising, however, doubtless the action that will result in the disbanding of the New England Association and the replacing of that body by another organization, knit closely into the fabric of the Associated Advertising Clubs of the World, will be the most far-reaching.

As it stood, the New England Association was made up of six clubs: Pilgrim Publicity Association, Boston; Town Criers, Providence; Advertising Club, Worcester; Advertising Women's Club, Boston; Old Colony Club, Brockton; Advertising Club, Portland. To membership in the new organization nearly a score of other clubs are eligible, and more than 5,000 men and women connected with various departments of advertising in New England besides.

The first session of the Conference was of the officers of the clubs members of the New England Association. It was their unanimous decision that closer affiliation with the A. A. C. of W. was advisable and necessary, and that, therefore, the New England Association should give place to a body which should be practically a part of the national organization of the A. A. C. of W., presided over by the latter's vice-president for the New England District, having committees on vigilance, education, publication, extension, etc., —modeled, in short, exactly along the lines of the national body, under the government of an executive committee consisting of two members of each club.

This decision was ratified at a later meeting and a committee was appointed by Frank A. Black, A. A. C. of W. vice-president, to take the necessary steps to reorganization. The committee is made up of H. W. Curtis, chairman of the Executive Committee of the New England Association; Gordon Schonfarber, president of the Town Criers, Providence; Rae M. Spencer, president of the Worcester Club; Miss A. Frances Hanson, president of the Women's Advertising Club of Boston; Charles T. Cahill, president of the Old Colony Club, Brockton; George C. Frolich, president of the Pilgrim Publicity Association of Boston, and Oliver N. Randall, president of the Portland, Me., Advertising Club.

A STIMULATING MESSAGE

Louis K. Liggett, president of the United Drug Company, took the first general session by storm when he told in no uncertain language what must be done to uphold the standard of business and continue the progress, industrial and commercial, of the country.

"This country is not going to the bow-wows," he declared. "All this talk about business depression and masses of people being thrown out of work, with a panic coming, financial as well as industrial, is damn nonsense.

"If everybody would stop talking like that and devote to his business the time he gives to crying and howling, we'd all do more business and all make more money.

"Lack of confidence is what is causing all the trouble. Many times since the War of the Revolution this country has been menaced; many times weak-kneed people have said there was nothing ahead of it but failure; but every time the United States has risen finally and proved the calamity howlers wrong, and worse than wrong. It will be so again.

"What we need is more general confidence in business. Confidence makes credit and credit is the very life of business. In 1904 every dollar in cash meant $60 of credit; by 1906 the credit had dwindled to $22, and it is now up to $40. A little more confidence will restore the dollar to its old position. And I am glad to say that confidence is on the increase."

Mr. Liggett, prefacing his talk by saying that his company had no business secrets, told some of the intimate details of its earlier days.

"We were broke in 1903," he said. "Then we got forty stores in as many big cities to put in $4,000 each to establish a chain system. That gave us $160,000. We set aside $40,000 of this for advertising, and added to it as we went along and more advertising became necessary. That has been our advertising policy ever since."

Responding to a question at the close of his talk, Mr. Liggett said:

"Are we going to 'step on it' in advertising next year? The question of curtailing our advertising for 1921 came up at our directors' meeting this morning. I said: 'Let the advertising appropriation alone. Our program is laid out and we are going to stick to it. We are not going to curtail, but if business begins to fall off our advertising will speed up'."

Preceding Mr. Liggett, Rowe Stewart, president of the A. A. C. of W., gave a very clear explanation of how the national organization functions. There were many advertising women in the audience and Mr. Stewart, commenting upon their work in advertising, prefigured a time not very far in the future when a women may occupy the position that is now his.

E. Frederick Cullen, president of the Johnson Educator Food Company, discussing the place of advertising in business, said:

ADVERTISING AN ESSENTIAL

"We know that to produce our commodity we need certain ingredients. We know, also, that to do business we need certain ingredients —merchandise, freight, credit, etc., and advertising is one of the 'and so forths.' Our concern would not think of trying to do business without advertising. We consider it an essential."

Describing the early days of his concern, Mr. Cullen told of the difficulties of meeting competition.

"We were driven," he said, "to create dealers without advertising. That meant we had to buy our distribution. One day we woke up to the fact that, after all, we were establishing nothing; that anybody at any time could come along and buy the dealers all over again and get them away from us. We had created no demand. Then, the way having been

opened which had been closed before, we went to advertising, created a popular demand, and so placed our business upon a safe foundation. Advertising educates people to want a product, and that's sure business.

"As to hard times coming and a panic being imminent, this country can take care of itself no matter which candidate is elected. For my own concern, we are not afraid. We are now erecting a building to take care of $1,000,000 more business a year; and advertising is going to help us to get it. The timid man is the one who will lose.

"Here's a steep hill. How are you going to drive your car up it? Watch some of them. They'll drop into first speed as they get to the foot of the hill and crawl up. Perhaps they'll stall. Others will go on second. They also may stall. But we believe we will have a better chance to make it by speeding up, so we're going up that business hill on high. I believe we'll make it, and have a lot of fun while we're doing it."

LARGE BANQUET ATTENDANCE

The banquet was set in the evening for the entire registration, and every chair was occupied. All were guests of the Advertising Women's Club, the Lantern Club and the Pilgrim Publicity Association. George C. Frohlich, president of the Pilgrims, was toastmaster. Rowe Stewart and Richard H. Lee, director and counsel for the National Vigilance Committee of the A. A. C. of W., were the only set speakers.

Mr. Lee held the audience for nobody knew how long with his vivid descriptions of how business crooks "got away with it" for a time and by what means they were caught finally. He illustrated by a number of specific cases, giving his audience, or many of them, their first knowledge of the machinations of advertising crooks and the methods pursued in running them to earth.

One of the pleasantest features of the general sessions, which continued during the whole of the twenty-second, was the questioning from the floor after each speech. Hardly a speaker escaped; and none showed even the slightest desire to escape. This was as true of the speakers whose subjects called for technical treatment as of those who spoke on more general subjects.

Prof. Daniel Starch, who spoke at the morning session on the second day, wakened many thoughts in the minds of his auditors by his original exposition of psychology in advertising, and they did not hesitate to express them and to ask enlightenment upon different parts of his talk.

Ben Nash, advertising counsel of Displays Company, brought a number of charts to illustrate his subject: "Creating the Advertising Message."

"Never put out a piece of copy just because you 'feel' it will pull. Find out why you feel that way and why you prepare that copy that way, and then you will cease to merely feel that it will pull, and will know."

WOMEN TAKE PART

Miss Dorothy R. Entwistle, advertiser to women, Filene's, Boston, told the men more about the reasons why women buy this, that or the other thing than they ever knew before, but it would be hardly fair to say that she gave them a practical scheme on how to advertise to women. Indeed, she left them thoroughly convinced that if you want to reach women through advertising, you'd better get some smart advertising woman to write the copy.

A woman conducted the afternoon session—Miss A. Frances Hanson, president of the Advertising Women's Club of Boston. Her practical handling of the meeting carried every part of it through without a hitch.

Analyzing the people of the United States who can be reached through



Seal of Philadelphia

How Advertising and Sales Managers can get "Consumer Demand" in

Philadelphia

Getting things on the dealers' shelves is not nearly so hard as getting them off the shelves and into the hands of the consumer.

General publicity is good in a general way, but to get specific results such as moving goods off dealers' shelves and turning them into cash for the dealer and yourself, you need to be specific in your advertising.

To get adequate distribution, to get ultimate consumer demand, decide on the market you want, then concentrate your energies there.

For instance: Philadelphia is the third largest market in the United States. In Philadelphia nearly every dealer and every consumer reads "The Bulletin."

Dominate Philadelphia

Create maximum impression at one cost by concentrating in the newspaper "nearly everybody" reads—

The Bulletin

In Philadelphia nearly everybody reads the Bulletin

Net paid average circulation for the six months ending October 1, 1920, as per U. S. Post Office report: 488,151 copies a day.

No prize, premium, coupon or other artificial methods of stimulating circulation have ever been used by The Bulletin.

The Bulletin's circulation reaches far beyond the highest point ever attained by a daily newspaper in the State of Pennsylvania, and is one of the largest in the United States.

advertising, S. R. Latshaw, publicity director of the Butterick Publishing Company, said there were but 8,000,000 who can read and write and who have incomes of $1,000 a year and over.

Mr. Latshaw characterized as "bunk" much that is heard about select circulation:

"We sell our product to every man, woman or child who has the money to pay for it and who subscribes. We never ask about their race, color, creed or previous condition of servitude. What, then, is and ought to be the only criterion of the advertising value of a publication? The quality it shows in its pages, of course. If you find in a magazine the quality of editorial matter that, in your opinion, appeals to the kind of people you want to reach, that is the medium for you to use, because it is read by them."

The last speaker of the conference, Harry Levy, president of Harry Levy, Inc., New York, described in interesting detail the use of industrial films for advertising purposes and told of the expanding use that is being made of this medium. At the close of his address he showed the motion picture, "Heads Win."

There was considerable rivalry between Worcester and Springfield for the conference next year. Since this meeting was general in its nature, and because of the imminence of the reorganization of the New England Association, the choice of the next convention city was left to the new executive committee that will be created when reorganization has been effected.

Names That Count

NO other magazine has behind it the genuine interest of so many men of prominence as BOYS' LIFE, the official magazine of the Boy Scouts of America. These men see in the publication the opportunity of getting before the younger generation of America the subjects they are most interested in, knowing full well that in this way they can train the boy to think in the right direction. Men who will contribute special articles or departments for

BOYS' LIFE in 1920

are

Dan Beard
John Burroughs
Dr. Wm. T. Hornaday
J. Alden Loring (*Roosevelt Naturalist*)
Bellmore Browne (*Explorer*)
Arthur F. Rice (*Secretary of the Campfire Club of America*)
Charles L. "Grizzley" Smith (*Naturalist*)
Ida M. Tarbell
Frederick K. Vreeland (*Camping Expert*)
E. K. Jones (*Radio Expert*)
Francis A. Collins (*Airplanes and Popular Science*)
James A. Wilder (*Chief Sea Scout*)

The list includes a number of others equally as prominent. They will write on subjects ranging from Natural History to Popular Science and Scouting. BOYS' LIFE will carry their instructions to the boys of America, in conservative citizenship, handicraft, campcraft, woodcraft, natural history, scouting, travel, exploration, wireless telegraphy, aviation, vocational training, athletic sports, and a host of other special subjects.

BOYS' LIFE
THE BOY SCOUTS' MAGAZINE
The Quality Magazine for Boys

200 Fifth Ave.
New York City

203 So. Dearborn St.
Chicago

Member A. B. C.

Advertising As a Marketing Device

By PAUL T. CHERINGTON*

ADVERTISING men find it difficult to realize how widespread is the attitude of actual hostility toward advertising. In Congress, in state legislatures, in schools and colleges and in public and private discussions advertising is on the defensive. Why should it be? Two reasons appear on the surface. One is that, as practiced in this country, advertising looks prosperous, and, hence, is regarded as a promising source of revenue; another is that it appears to be influential, and, hence, is a shining mark for inquiry and for attempts at regulation. And yet, these facts alone do not wholly account for the bitterness and persistence of the attacks.

Attacks upon advertising are inevitable. They are to be expected in any line of effort which touches the public at large, and of which it is not easy for the public to have more than a superficial knowledge. Moreover, when the contact is as direct and the knowledge as extremely superficial as in this case, the attacks may be expected to be numerous and hard to answer clearly. The one convincing defense which advertising can make against such attacks is its record of achievement.

But while the record of achievement is being written some of the misconceptions of advertising ought to be corrected as far as this is possible. It sometimes comes as a shock to anyone who knows what advertising actually is accomplishing to realize that many people have an idea that advertising is mere bragging, resulting in an insidious temptation of an unwary public to buy freely and unwisely.

Advertising, as now chiefly employed in this country, is not mere bragging about wares, it is a marketing device. Its main use is in the economizing of effort in the distribution of merchandise. In this respect

(*Continued on page 32*)

* Part of a talk before the New England Advertising Conference, at Boston.

Secretary's Report Reflects Great Activity in the A. B. P.

Value of Advisory Service, Circulation Promotion and Advertising Progress Shown at Convention

AN interesting feature of the convention of the Associated Business Papers, Inc., in New York last week was the annual report of Jesse H. Neal, the executive secretary. Mr. Neal gave the details of the association's activities during what he characterized as the most successful year in the experience of the organization.

The report showed 117 publications in good standing, there having been but one resignation during the year and a net gain of nine. The publicity of record, for the twelve months, amounted to 41,000 lines; twenty pages of space were used in the advertising trade papers, and ninety-seven pages in member publications.

The Advisory Service Bureau of the A. B. P. counseled with many agencies and advertisers without charge or obligation for the purpose of promoting the success of advertising in Business Papers, and Mr. Neal stated that the demand for this service was increasing monthly. The subscriptions placed by the A. B. P. Headquarters Office numbered one thousand.

The work of the association in co-operating with the War Department in the sale of surplus property was especially commented upon and the important fact was brought out that the Government is selling its army surplus through business paper advertising for a cost of one-half of one per cent of the appraised valuation of the goods.

Mr. Neal reported also that the association had been working with British manufacturers in developing an American market with a view of reducing the balance of trade which now hinders exports.

Special attention was called to the complete unity and harmony of the organization in endorsing the recent increase in membership dues, and the program of increased activities involved.

RELATIONS WITH AGENCIES

The relations with advertising agencies under the new plan of co-operation adopted a year ago was reported as progressing satisfactorily. Standards of agency service have been established covering their ability to render service to advertisers in business papers, and questionnaires have been sent out to agencies, which are now being reviewed by the Committee on Agency Relations.

Mention was made of the many conventions and exhibits participated in by the association, including Executive Secretary Neal's work as chairman of the general convention committee of the A. A. C. of W. for the Indianapolis convention.

In an educational way the organization is co-operating with schools, colleges, Y. M. C. A.'s, etc., having courses in advertising. A number of books and brochures on business papers were distributed not only to these schools, but to advertisers and agencies.

The A. B. P. had an active year in defending the interests of its publishers in connection with state and national legislation, Mr. Neal mentioning particularly the work on postal legislation.

The editors of the various papers were separately organized during the year in a body known as the National Conference of Business Paper Editors.

Considerable space in the report was devoted to the preferred recognition which the papers of the A. B. P. have earned and are receiving at the hands of advertisers and agencies. Mr. Neal said that the strict requirements of membership were being rigidly maintained.

Next year, it was said, over one thousand pages of advertising over the name of the association would be used in member papers to promote a better understanding and appreciation of the economic value of advertising by business men.

Some of the activities under consideration for next year mentioned were: Courses of study for advertising schools, closer relations with advertising agencies, a bureau of speakers on business paper subjects, a manual of business paper advertising for the instruction of advertisers, standard cost systems, a credit bureau, and co-operation in the matter of printing contracts.

SYSTEMS BOND

"The Rag-content Loft-dried Paper at the Reasonable Price"

Your Fall Campaign

IF nothing has materialized from your fall direct by mail campaign as yet, the fault may be that you are not using an impressive letterhead.

Systems Bond will give you a letterhead that will be a credit to your firm. Its rag-content and loft-seasoning are what give Systems Bond its feel, crackle and its unusual uniformity of quality. And yet with all this Systems Bond is sold at a business man's price.

Eastern Manufacturing Company

General Sales Offices:

501 Fifth Avenue New York

Mills at Bangor and Lincoln, Maine

Domesticating Your Export Advertising

Simple Reversion to Common Sense Method Wins Where Others Have Failed

By P. L. PALMERTON
Promotional Sales Division, Export Department, The Goodyear Tire & Rubber Co.

ONE hears more and more these days of export trade and the country in general is awakening to the fact that trade is just trade, regardless of its latitude. Keen-minded men in American industries long ago awoke to the fact that there is no reason why trade should not be international—universal.

The American manufacturer has lost many of his old ideas about export trade. It is no longer a vague thing, something "impossible to my business." He has found that it does not cost a great deal more to solicit business in some foreign countries than in the farther parts of the United States. He has found that at every American port there are facilities for the dispatch of his products and he has learned something of ocean freights. In a word, he has found that foreign prospects are not inaccessible nor impossible.

An Export Pattern

THERE are nearly as many ways of going about Foreign Trade getting as there are varieties of American industries. But it does not follow that all of these ways are yielding profitable results.

The case of the Goodyear Tire & Rubber Co. is interesting because it shows how a world-wide selling plan was formed, how it hung fire and how, at length, a commonsense method was formulated, which now is bringing the returns desired.

Naturally the Goodyear foreign organization is a big one, far larger than the great majority of manufacturers could employ. But its methods are so simple as to be readily adaptable to a great number of overseas campaigns.

THE EDITOR.

TWO ROUTES ARE OPEN

There are two big ways of handling foreign trade, one of which is through correspondence and export houses, selling direct to dealers or distributors in foreign countries. The other is to make export selling an intimate part of the business, covering foreign fields through the expansion of the domestic organization. As an example of the latter type we may take The Goodyear Tire and Rubber Company, whose huge foreign business has been controlled by Goodyear companies which have been established pretty generally all over the world.

The first actual step in establishing Goodyear outside the United States was the founding of a Canadian company in 1910. The corporation was known as the Goodyear Tire and Rubber Company of Canada, Ltd., and had for its sole purpose the distributing of Goodyear products throughout the Canadian states. The success of the Canadian company was such that Goodyear bought a rubber factory in Ontario, made an up-to-date tire factory of it and so supplied the Canadian trade direct.

The first overseas company was established a little later in Great Britain. This company cared for distribution throughout the British Isles. As more and more Goodyear tires found places on cars outside the United States the Goodyear company came to the realization that its young export system could be extended almost without limits. And then followed the definite planning for the invasion of other territories.

An export department was established with a manager and his assistant. Foreign territory was split into the European, Latin-American, Australasian, and Far Eastern Divisions, with a manager and an assistant manager to direct sales in each.

With some products it is possible to break into virgin territory, creating demand where none has existed before. A confection or a food may work along these lines, but an automobile tire cannot. A territory must already have motor cars before the automobile tire can claim a place in the trade—it is entirely dependent on something that has gone before. So the first task of the new department was careful territorial analysis which, of course, had been done roughly in advance.

The analysis showed that there were some countries where the potential market was so great that to yield their full return they should be cultivated immediately through a Goodyear company right on the ground. Under these companies would come large distributing centers and central warehouses. Some countries where the business was smaller but nevertheless promising, seemed to need the attention of special representatives who could solicit the business and see that Good-Will was fostered. In other countries where it was impractical to put companies, distribution was entrusted to reputable foreign firms. It was intended, of course, that these latter countries should be put under Goodyear companies when they had increased in importance or all richer territories had been cared for.

Under this general scheme the export system has been extended until Goodyear companies for the distribution of Goodyear tires, tubes, and other rubber goods are to be found in Great Britain, Manila, Java, South Africa, Mexico, Colon, Argentina, Brazil, Cuba, Spain, India, Australia, New Zealand, and Canada.

In some cases other countries are managed from one of these foreign companies as Japan and China are managed from Manila, Philippine Islands.

Through these companies, special representatives, and foreign firms, the number of countries where there is no Goodyear representation has been reduced until the list is very short indeed.

The growth of this export system has been not only in territory but also in business done. In spite of

the war when export trade suffered generally, Goodyear exports have contributed more and more each year to the total business of the Goodyear company. From the few thousands of 1911 the amount of this trade has grown to a comfortable number of millions.

If advertising has had a part in this export prosperity, it should naturally be of great interest to advertising men whose companies are interested or are going to be interested in trade outside the United States.

ADVERTISING "THE NATURAL WAY"

It has been entirely as natural for Goodyear to advertise in the export field as in the domestic for the company, through its experience in the United States, is sold on the idea that a sound merchandising policy plus advertising means success. Advertising is the natural way to go after business and the export system of Goodyear has never faltered in its use.

Because export advertising deals with a trade that is not yet altogether free from misunderstandings and distrust, it still presents many problems for solution. And just as advertising in the United States had to go through a process of growth and refinement, so export advertising is today having wrinkles ironed out by American companies and agencies. The Goodyear company illustrates one solution in their own experience; their solution of export advertising is to domesticate it. Meeting each peculiar condition or problem in its own territory they make it a domestic situation in its own country rather than a foreign puzzle in an American office.

It will be seen that the Goodyear system of advertising is entirely in keeping with the broad plan adopted for their export sales. And just as such a sales plan would not be suitable except for a firm whose total of export business would be large, caring for export advertising by going out to the field and domesticating it would be suitable for relatively few companies. But Goodyear experience has shown that for a company which scatters its representatives over the world, the policy of mixing a few advertising men among them is by far the most economical and satisfactory manner of promoting sales and establishing good-will. It is the happy medium between putting the entire problem up to salesmen or sales managers or caring for it altogether from the home office. Where either of the latter systems must blunder or be much less than 100 per cent efficient, it becomes the logical solution. Goodyear worked with both systems before adopting the third.

When a new Goodyear company is established abroad and this policy has been consistently followed—an advertising appropriation is at once made for it. The advent of the new company is heralded by an engraved announcement which is sent to manufacturers in America and in the country itself who would be interested in more complete distribution of tires and other rubber goods.

Having made a set appropriation for the first year, the foreign company thereafter has an advertising allowance based on the amount of business actually done. Every company's appropriation is a definite percentage of its sales.

Working closely with a tentative production schedule, the appropriation for a coming year is split into segments—for cord tire advertising, for small tires, for tubes, for straight side tires, for mechanical goods and so on. These segments are redivided for direct and indirect matter and all is ready for getting the results of the expenditures before the foreign prospects.

When the export system was very young, each foreign company was left pretty generally to use its appropriation as seemed best to the sales manager. It was up to him to select the space, to fill it according to his best judgment and by working as best he could with materials originally developed for appeal to United States motorists, to put the Goodyear message before the automobile owners in his territory.

The plan worked and sales grew satisfactorily, but with a reorganization of the export department it was seen that Goodyear advertising abroad was not as forceful as it could be made, although it was excellent work for a sales manager who was not primarily an advertising man and who had a multitude of sales problems to solve. And secondly the tone of Goodyear advertising was being lost.

ADVERTISING MEN SENT AFIELD

The result of such consideration was to split the advertising department of the home company, putting an experienced advertising man in charge of the export division. As a further aid a promotional sales division was established within the export department. These two divisions were to study the needs of the different territories, were to put the export angle into all copy, and to originate letters, booklets, dealers' helps, etc., that foreign managers thought they could use but had no time nor special ability for originating themselves.

This change was radical enough in that it put the advertising duties pretty fully in the hands of Goodyear-Akron when before they had been almost entirely in the hands of Goodyear overseas. And again it appeared that all the fault had not been eliminated. Wherein the old system lost Goodyear "tone" in the advertising, the new preserved it, but where the old system made an attempt to adapt all promotional work to a locality, the new system in trying to minister to the whole world was adapting it in less efficient fashion.

Where the new system was keeping Goodyear literature "100 per cent Goodyear," it was woefully slow in that a booklet had to be written, sent abroad for correction and translation, returned to Akron, printed and finally distributed to the foreign companies. Moreover, the sales in some foreign companies had grown to such an extent that their advertising appropriations had become large sums whose wise expenditure demanded close supervision.

At one stroke this condition was taken care of and the faults of the old system eliminated by the creation of advertising departments in the foreign companies. In the advertising and promotional sales divisions at Akron there were a number of young men who had been trained in export work, who knew something of the problems that could be expected in each specific territory and who knew advertising and what Goodyear called good advertising. These men were selected for the foreign positions and have been dispatched to assume their duties until almost every foreign company is supplied.

The divisions at Akron still had their duties, of course, which meant that new men were added to their staffs. These men in their turn get chances to go to the field when new companies are opened. Thus the home divisions act as training grounds for the field men.

It has not been held requisite that a man speak the language of the country to which he is sent, although such ability is favored. It is assumed that he will proceed to study the language, and while he is acquiring the rudiments of the language, his work will be facilitated by the employment of natives in his embryonic advertising department. These departments in some foreign companies have as high as ten members; all of them should have four—the manager from Akron, a native assistant, a stenographer, and a boy to run

the multigraph and wrap printed matter.

This system of having an advertising department in each foreign company with two divisions at the home company co-operating divides the authority in a highly satisfactory manner. Without close co-operation from the home divisions, which are in constant touch with the factory, advertising in the territories would be ill-timed and inaccurate. Without the man in the field, the divisions would face poor distribution and little or no censorship, or special application.

In the field the Goodyear advertising man works much as he would work in the United States. For his indirect advertising he retouches the suggested copy which is sent to him from the home office or their agents. He selects such media as can best reach his prospects. Most of this must be done through a number of journals, since other countries know no great national publications like the *Saturday Evening Post*. In most foreign territories the motor cars are concentrated in a few cities so that motorists can be reached through a small list of newspapers. The larger markets usually have one or two high-class motor journals that make good mediums.

The Goodyear advertising man uses most forms of direct advertising that are in accredited use in the United States. All dealers are offered letter service at a low rate and this form of direct appeal to consumers has become popular in most countries. Dealers are regularly supplied with suggested advertisements for their own local use and good success has been had in getting them to keep their businesses lined up with Goodyear's national announcements.

Booklets for consumers are supplied to all dealers freely. These cover all rubber goods in the Goodyear line.

Booklets usually originate at Akron. When the need for a booklet—either dealer or consumer—becomes apparent, a man in the promotional sales division at Akron undertakes the work. Being in constant touch with the factory, he is familiar with the major sales points of every article and any improvements or changes that have been made in its construction. He requisitions from the Art Department such art as is needed or takes such photographs as he desires to incorporate in his booklet.

The layout, copy and art pass both Akron divisions for OK, and then the copy is multigraphed so that each foreign company can be supplied. Duplicate photographs or photographs of line drawings, etc., are attached and the material is mailed.

The advertising man in the field is pretty apt to have a definite need for the booklet and so proceed to have it printed at once. If for any reason it does not fit into his plans, he writes Akron his reason for holding up publication and then files the material for future use. If he decides to finish it at once, he makes all necessary alterations in copy, has a careful translation made and has it printed. Sample copies are always submitted to Akron for criticism, reasons being given for all major changes that have been made.

For each booklet that is sent abroad for printing, an edition is also gotten out at the home office and from this the special representatives and foreign dealers draw their supplies. Window and wall cards are supplied in like manner.

The advertising man in the field devotes such time as he can to dealer education, trying to make better merchants out of the retailers who stock the company's tires. He sells him on the idea of local advertising, of letter service, of attractive stock arrangement, and window display. On all of these points he offers him some definite aid. In the case of the window display, he supplies him with simple attractive designs that have been set up especially at Akron and which include nothing except the articles in the Goodyear line with some colored paper and a show card or two.

The advertising man in the field looks closely after Goodyear publicity, keeping the name before the motorists of his territory as consistently as possible by furnishing them news articles in which the company has an interest. Much of this material comes direct from Akron and concerns new developments in the products such as a pony blimp or a gigantic truck tire. Publicity on automobile and motorcycle racing finds a ready entrance into most journals. The advertising man also considers the use of a house organ and, if practicable, establishes one of his own. Inasmuch as these are not so plentiful in the foreign field as in the United States, a house organ gets greater interest, and reports from companies that have established them indicate that the reader interest is very high.

And lastly the foreign advertising man deals with all the peculiar conditions of his territory which, after all, are the prime reasons for his being where he is. He aids the company in teaching tire conservation wherein he sometimes has to combat the "chauffeur evil" under which system the chauffeur selects the tires, and since his selection depends on a commission which the dealer allows him, he likes to wear them out quickly instead of having them last. The advertising man may find his prospects set in their way of using a tire of a design which modern inventions have made inferior, and then his task is one of pioneering the new and better product, preserving good will and supplying demand at the same time. And as he works he is sure to find for solution some problems that are distinctive to the temperament of his customers, things that Akron could not have seen nor have been expected to see.

The advertising and promotional divisions in the home office attempt certain definite tasks. It falls to them to prepare whole campaigns with both direct and indirect material to keep sales matching production on any old product or to introduce a new one. It is their duty to inform the field of all changes in products through so-called "product letters." It is their duty to supply promotional letters, material for booklets, window display designs and publicity and to give advice and criticism on all field problems. In them is vested the final authority and responsibility.

Inasmuch as the field positions are kept jealously in Goodyear hands, it is necessary all the field force be kept linked up and imbued with the spirit of the whole organization. This is accomplished through a weekly publication, *The Overseas Newsletter*, which contains news from all the export companies and representatives.

Such a system of foreign advertising as has been described here builds for smoothness, accuracy and stability. It eliminates long distance clashes between publishers and advertiser such as were reflected at the Indianapolis advertising convention where the writer heard an agency representative taking a South American publisher to task for sweeping rate change in which all contracts were disregarded. It eliminates the element of delayed cablegrams and letters, of impossible translations (how easy it is to get translating bureaus in America to disagree on trade terms!) and of inefficient distribution. Keeping in mind the fact stated herein that such a system is not broadly applicable, wherever it is possible the safe and sane way to handle export advertising is to domesticate it and back it up with whole-hearted consistent co-operation from the home office.

Certified Circulations

Some Mediums in Several Classes Whose Audits are Made by the AUDIT BUREAU OF CIRCULATION

CLASS TRADE AND TECHNICAL

AERIAL AGE WEEKLY, New York
The National Technical, Engineering, and Trade Authority of the aeronautic industry. The foremost aeronautical magazine in America in point of quality, circulation, and authoritative editorial contents.

THE AMERICAN ARCHITECT, Member A. B. P. Inc. New York
The weekly business newspaper of the architectural profession subscribed to at $10.00 per year by practically every worthwhile architect. Published every week since 1876.

AMERICAN EXPORTER, New York
The world's largest export journal. Carries 1,400 continuous advertisers. Circulates every month through English, Spanish, Portuguese and French editions among leading firms abroad that buy American manufactured goods. Member Associated Business Papers, Inc.

THE ARCHITECTURAL RECORD, New York
National professional monthly established 1891. Average net paid circulation exceeds 9,500. Member Associated Business Papers, Inc.

AUTOMOTIVE INDUSTRIES, New York
The only journal dealing with engineering and industrial problems in the third largest industry. Published weekly. Subscribed to by manufacturers, engineers and other industrial officials, allied industries, foreign manufacturers, etc. Net paid circulation 8,519. Member Associated Business Papers, Inc.

BAKERS WEEKLY, New York City
Leading paper in the baking industry. Member A. B. C. and Associated Business Papers, Inc.

BOOT AND SHOE RECORDER, Boston
"The Great National Shoe Weekly." The indispensable advisor on shoe styles and shoe merchandising of the best-rated retail shoe merchants in this country. Circulation 10,000 copies weekly. First choice of the advertiser of shoes, leathers or shoe-store goods. Member Associated Business Papers, Inc.

BUILDING AGE, New York
Established 1879. Published monthly. Subscribed to by the men who do the building construction of the country. Circulation almost exclusively among those who purchase materials as well as tools.

THE DRY GOODS ECONOMIST, New York
The Dry Goods Economist, a national dry goods weekly for retailers and jobbers, is the accepted authority of the dry goods trade. Eight issues of each year are World Wide numbers with over three thousand added foreign circulation. Type page 8¾x12¼. Published Saturdays—forms close Wednesday preceding. Member of the Associated Business Papers, Inc. The Dry Goods Economist, 231 West 39th Street, New York City.

EXPORT AMER. INDUSTRIES, New York
Monthly English, French, Spanish and Portuguese editions reaching foreign business men interested in the United States as a source of supply for their industrial and mercantile requirements. Official International Organ of the Nat. Assn. of Mfrs. 60,000 circulation guaranteed.

THE GAS RECORD, Chicago
Semi-Monthly. Edited by practical gas men. Reaches builders and operators of artificial and natural gas plants, and makers and sellers of gas-consuming appliances. Member A. B. C. and A. B. P. Eastern office, 56 W. 45th St., New York.
Telephone, Vanderbilt 3695.

HARDWARE AGE, New York City
Iron Age Publishing Company, 239 West 39th Street, New York City; established 1855; published weekly on Thursdays; forms close ten days preceding; type page, 7x10; one time rate, $145; 52 pages a year, $96; subscription price, $3.00; charter member A. B. C. and A. B. P. The national market report paper of the hardware industry and for 65 years an inspiration to better hardware merchandising, anticipating the changes, recording the achievements and cooperating in the success of hardware merchants from the Atlantic area to the Pacific coast. Read on paid subscription, as a business service, by practically every worthwhile hardware retailer and wholesaler, North, South, East and West, as well as their traveling salesmen, retail clerks, department managers, etc. Branch offices: Chicago, Boston, Philadelphia, Cleveland, Pittsburgh, and San Francisco.

THE IRON AGE, New York
"The World's Greatest Industrial Paper," established 1855; published every Thursday; forms close eight days preceding; type page, 6⅞x11"; one-time page rate, $128; 52 pages a year, $100; subscription price, $6; charter member, A. B. C. and A. B. P. The *Iron Age* serves buyers and sellers in the machinery, automotive, shipbuilding, railroad, farm implement, foundry, iron, steel and other metal-working industries. Its circulation is world-wide and is composed almost entirely of manufacturing plants. Its readers therein are the executives charged with the problems of management involved in purchase, production, costs and sales. Branch offices in Chicago, Pittsburgh, Boston, Philadelphia, Cleveland, Cincinnati, Washington and San Francisco.

MARINE ENGINEERING, New York
Guarantees more paid individual subscribers among shipbuilding companies and their officials, also among steamship and steamboat companies and their officials, than all other marine publications in the country combined. Member Associated Business Papers, Inc.

MERCHANTS' TRADE JOURNAL, Des Moines, Chicago, New York, Boston
Published monthly—subscription price $3.00 per year. Sworn, paid national circulation among retail merchants, exceeds 24,000 (rate based on 16,000). Maintains trade investigation bureau.

MOTOR AGE, Chicago
The Weekly News and Service Magazine of the Automotive Trade. Editorially it is devoted to the interests of the automotive trade as a dealers' paper specializing in service and maintenance problems. Circulation over 35,000, of which at least 70 per cent are dealers in cars, trucks and tractors or operate Garages, Service Stations, Repairshops, etc. Member A. B. C. and A. B. P.

MOTOR WORLD, New York
Subscribed for and read by the big percentage of dealers, jobbers and garage owners who study merchandising and are interested in the profit side of their business. Net paid circulation in excess of 22,000 per week. Member Associated Business Papers, Inc.

THE RETAIL LUMBERMAN, Kansas City, Mo.
The dominant trade paper in the retail lumber and building material field. It furnishes lumber dealers with building, advertising and sales service, and is a high-class advertising medium. Total net paid circulation in excess of 5,000. Ask for statement. Member Associated Business Papers, Inc.

SHOE AND LEATHER REPORTER, Boston
For 63 years the most influential and intensive paper in an industry rated as fourth in the country's business. During 1919, the REPORTER carried 4,000 pages of paid advertising, which is 454 more pages than its chief contemporary. Published each Thursday. World-wide circulation at $5 a year. Member Associated Business Papers, Inc. Ask for A. B. C. Report.

THE SHOE RETAILER,
with which is consolidated THE SHOEMAN and Boots & Shoes Weekly; circulates exclusively in the retail shoe field, in well-rated stores and departments among those who are interested in matter of style, trade situation and store management. Members of A. B. C. and Associated Business Press.

TEXTILE WORLD JOURNAL, New York
The Dominating publication of the textile industries. Its readers are mill men who control purchasing of supplies for this country's second largest industry. Over 750 industrial advertisers using space under yearly contracts. Member Associated Business Papers, Inc. One Time Page rate, $100.

AGRICULTURAL

NATIONAL STOCKMAN & FARMER, Pittsburgh, Pa.
"130,000 guaranteed. Covers Ohio, Pennsylvania, West Virginia. $1.00 per year cash. It does not believe in the advertisers bearing all the expenses of a publication."

FARMER AND BREEDER, Sioux City, Iowa
Devoted to the interests of the capitalistic farmers and breeders of the Golden Egg Territory—southeastern South Dakota, northwestern Iowa, northeastern Nebraska and southwestern Minnesota. Circulation 90,000. Rate 50 cents an agate line.

MAGAZINES

THE MODERN PRISCILLA,
A magazine designed for thrifty womankind. Devoted to the three important topics of Needlework, Clothes and Housekeeping. A practical magazine for practical women. 97% of its readers are housekeepers; 83% are mothers. Over 90% of its readers keep back numbers indefinitely for reference. Rate $4.00 per line.

NEWSPAPERS

THE COURIER NEWS, Fargo, N. Dak.
Published in the heart of the famous Red River Valley wheat growing section, has the largest circulation of any daily newspaper in the state. Advertising rates 4 cents a line. Government wheat guarantee makes North Dakota the best field for advertisers in the nation this year.

THE BRITISH WHIG, Kingston, Ontario
Only A. B. C. paper in city of 25,000. April average 6,424. City circulation 3,950; country, 2,474. Carries many exclusive news features. 14 to 22 pages, something unique in newspaper annals, daily. Write for house organ, "More Pep."

Salesman's Pay

(*Continued from page 4*)

pany pays its salesmen a straight salary, coupled with a compensation plan based on length and quality of service performed. The importance of "service" in its selling plan and the necessity of creating efficient institutional salesmen as well as sellers of its merchandise has inclined this firm toward the salary plan.

The Shredded Wheat Company, which has a plan of organization different from most manufacturers, pays its general sales agents salary and bonus, but its salesmen calling on the trade—wholesale grocers in this case—work entirely on a salary.

The salary and commission basis of payment runs second in favor to the salary and bonus plan among the sales executives on Advertising & Selling's selected list. A large percentage of the returned questionnaires checked this classification.

The Incentive of Commission

The Burroughs Adding Machine Company follows and favors this plan. E. D. Shaw, assistant manager of the sales department, wrote:

"A commission plan furnishes a greater incentive than any other and rewards the salesman who produces results in proportion to the results secured. Referring to selling costs, it is a decided advantage to the manufacturer to have a standard stable rate of percentage, rather than the fluctuating rate. The commission plan (which requires a salesman to pay his own expenses) covers outside selling costs with a stated amount per unit.

"For a staple line (answering another inquiry on the questionnaire) salary and commission seems to be the ideal plan; a small salary to prevent worry over finances and a commission to provide the incentive a profit."

The Burroughs Adding Machine handles its beginners on a salary basis, but its more experienced men work on a salary and commission, or even on a straight commission.

Discussing the salary and commission put into system operation by the Beaver Board Companies, H. E. Peterson, general sales manager, writes:

"Our quotas are established on the basis of per capita consumption. An analysis of our business proves, state by state, that the per capita consumption is comparative, so that gives us a pretty good groundwork.

"Taking our business as a whole, it is possible to estimate the maximum on a yearly basis. To know this maximum production, we use our per capita consumption as the means of determining how many men we need to handle our production.

"We next create specific territories, and a given number of people in one territory as compared to another is comparative. The quotas are comparative to a degree, and as we discuss quotas with our district sales managers and salesmen, the final conclusions represent a definite mutual understanding.

"The incentive is the business that can be developed beyond a fixed quota, and the fact that commissions are not paid until the conclusion of the year means that the salesman gets it in a lump sum, which means more to him than to procure it monthly in installments. A check for $1,000 or more is frequently the means of a sound, small investment, whereas if the $1,000 had been spread over a twelve-month period, it is more than likely it would have been spent.

"We must not, however, make the mistake of thinking that compensation is the only means of getting the most efficient work out of salesmen. All of us, whether we are salesmen or are assuming some other task, need help and only the organization that renders service to its salesmen with selling helps in the form of national publicity, dealer helps, and territory help from district sales managers to the men in the field, showing its men that it is thinking with them and working with them, will get maximum results."

Earl & Wilson, of Troy, N. Y., well-known manufacturers of collars and shirts, pay their salesmen guaranteed drawing accounts of so much monthly and a commission beyond this amount, settled for twice yearly. Summing up the considerations determining adherence to this policy, J. B. Wright, director of sales for Earl & Wilson, declares that it ensures thorough covering of the territory by the salesmen, builds them up to become bigger earners and encourages them to work for a permanent foundation in their territories.

Writing of the salary and commission compensation plan in vogue in the sales organization of the King Ventilating Company of Owatonna, Minn., manufacturers of a widely-used ventilation system for farm buildings, W. C. Murden, sales manager, says:

"Our salesmen sell to dealers and also to consumers where we do not have an established dealer. Our method of paying them might be called 'salary and commission,' but we refer to it as 'drawing account and commission.'

"The amount of a salesman's drawing account depends mostly upon the salesman, but in hiring a new man, we always take into consideration any personal obligation that he may have in the way of a family or parents that



The advertising of TOYS is *one* field that requires
THE WOMAN'S VIEWPOINT
backed by a long experience in all branches of Advertising
MINNA HALL SIMMONS
15 West 38th Street New York City
Service :: Copy :: Booklets
(Room 1205) Phone Fitz Roy 5591 & 5596

We specialize in house to house distributing of
Advertising Literature and Advertising Samples
We solicit your account.
JAMES T. CASSIDY
206 No. Front St., PHILADELPHIA, PA.
Write for our paper "FACTS."

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting. Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.
POSTAGE · 18 East 18th St., New York City

"GIBBONS KNOWS CANADA"
MONTREAL TORONTO WINNIPEG

he is supporting and any obligations that require a certain amount each month.

"Our men are paid a percentage on every dollar's worth of business that we secure on their territories, making no distinction on this between personal sales, mail orders from dealers or consumers or help that we may give them from the office.

"In order that they can put their thoughts and attention on their work, we allow a drawing account each month and the difference between their drawing account and commission is paid them at the end of each year.

"In this way it makes one settlement date and by paying their commissions at one time helps many of them to save money, which they would not save if they were paid monthly or three or four times a year.

"Outside of the drawing account and commission, we pay their legitimate traveling expenses while on the territory.

"We have a yearly quota for each territory, also a monthly and weekly quota. Our quota sheets are mailed to the salesmen each week so that each man knows what the other men have accomplished the week past and how they stand in relationship to their monthly and yearly quotas. The yearly quota is based on a percentage, according to the drawing account.

"This way makes it easy for them to figure their standings. They realize that when they get 100 per cent of their quotas for the year, they are on velvet, as the percentage that we pay, figured on the basis of their yearly quota, takes care of their drawing account.

"We make it plain, however, that we expect them to sell more than the quota and that it is the least they can sell at their present drawing account. We have found that this method works out very satisfactorily in our line. It is to the salesmen's interest to complete their yearly quotas as early as they can so that every dollar's worth sold after that is going to add to the amount of the commission check at the end of the year.

"It is also explained to them that their selling cost must be taken into consideration and checked against their territory and that one way to increase the commission on their territory is to cut down selling expense."

THE STRAIGHT COMMISSION BASIS

Many firms operate on the old, familiar straight commission basis, prominent in this class being manufacturers selling directly to the consumer. G. W. Lee, sales manager of the Todd Protectograph Company, checks this method, but also adds that the Todd Protectograph Company is now experimenting with drawing accounts. C. E. Steffey, general sales manager of the National Cash Register Company, points out that in his organization the territorial sales agents work on the straight commission basis, the salesmen under them being compensated according to a number of different plans as suited to local conditions, the experience of the salesmen, etc. Charles E. Percy, of Joseph & Feiss, makers of "Clothcraft" clothes, uses the straight commission system, with expenses paid. In all, about 15 per cent of the replies to ADVERTISING & SELLING's inquiry fall into the "straight commission" column, equaling the number that go under the "straight salary" heading.

"Straight commission" and "straight salary" do not solve the problem outside of the exceptional cases. The tendency is clearly toward a payment of such a flat salary or guaranteed drawing account as will give the salesman a minimum compensation and assure, at all times, the means of subsistence. On the other hand, the tone of the sales executives replying to this inquiry shows clearly enough the general determination not to let assurance breed sloth. The favor with which they look upon the policy of paying a salary with a bonus for territorial business development of a fixed percentage above the previous year's business, and the interest in "quotas" indicates the new effort to make the plus compensation scientifically relative not only to the salesman's energy, but to the lasting results obtained for the company. The classification of the bonus percentage rate according to the profit return on the particular kind of goods sold shows a developing desire to guide the salesman through his compensation.

THE NEW SELLING IDEA

It has been complained that the fixing of the bonus base on the previous year's sales penalizes the salesman who was most energetic in the previous year. This can be avoided largely by establishing the base on an average running over several years back.

Today, we are realizing more clearly than ever the need of sound institutional selling to go along with the selling of merchandise. We are seeing that we cannot send the salesman out as a free lance to "put across" his goods, collect his commissions and go on. We are finding it necessary to make demands upon his time to cement and inject a personal element into the relations between manufacturer and customer, whether that customer is jobber, dealer, or "ultimate consumer." In this gyrating market, we find it very essential to insure that we hold what business we have. We have delegated largely to our salesman the task of holding that business: we *must* delegate it largely to him, for he is the personal link. For that service we pay him an adequate compensation in the form of a salary. That our business may not stand still at the point to which we and he have brought it, we offer him the incentive of a bonus on what new business he may develop in his territory. That is the argument for this plan.

ADVERTISING & SELLING's inquiry brings out how leading manufacturers of the country are paying their salesmen. It does not establish nor seek to establish a common standard which can be appplied in existing conditions by a wide range of manufacturers selling through the salesman on the road. In presenting this data for the advisement of sales executives who may be questioning their own systems of compensation, comment is invited on the points brought up.

W. W. Hubbard, Advertising Manager, Bayonne "News"

Walter Whiteley Hubbard, recently advertising sales manager of the Ludwig Piano Company's factory and chain of stores, Philadelphia, and formerly with the Baltimore *American* and *Star*, has become advertising manager of the Bayonne, N. J., *Evening News*, previously called the *Review*.

Bernard Kramer, former advertising manager of *The American Art Student*, New York, prior to its incorporation with the *Touchstone Magazine*, has been made a stockholder in the *News* corporation and secretary and business manager. The News building is being renovated and enlarged, new machines installed, and the publishing force increased.

Bert Butterworth Represents Rotogravure Papers

Bert Butterworth, Citizen's National Bank building, Los Angeles, and Hobart Building, San Francisco, has been appointed Pacific Coast representative of the National Gravure Circuit's list of rotogravure sections known as the Graphic Newspapers.

Gardner Heads Packard Car Sales

Harry T. Gardner, widely known in trade organization circles, and secretary of the Automobile Dealers' Association, Inc., New York City, has been made sales manager of the passenger car division of the Packard Motor Car Company, Detroit.

Claude C. Moore Joins Nemeyer Co.

Claude C. Moore, recently with The Lees Company, has joined Paul Nemeyer & Co., Cleveland, as service director. Oliver M. Byerly, who formerly held that position, has been promoted to assistant plan director.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

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Domesticating Your Export Advertising.....*P. L. Palmerton* 26
What the Goodyear Export Department has won by simple, common sense methods.

Calendar of Coming Events

November 8-9—Annual Convention, National Manufacturers of Soda Water Flavors, Cincinnati, O.

November 8-10—Semi-Annual Meeting, Associated Cooperage Industries of America, Hotel Cleveland, Cleveland, O.

November 8-11 — Annual Convention, Barbers' Supply Dealers of America, Cincinnati, O.

November 10-12—Annual Convention and Exposition, American Association of Bottlers of Carbonated Beverages, Cincinnati, O.

November 17-18—Annual Convention, Southern Sash, Door & Millwork Manufacturers' Association, Atlanta, Ga.

November 17-19—Annual Meeting, American Petroleum Institute, Washington, D. C.

December 6-8—Annual Meeting, Association of National Advertisers, Lakewood, N. J.

Advertising As a Marketing Device

(*Continued from page* 24)

it differs as radically from the "puffing of wares" common when the science of economics was being formulated as an electric motor differs from a key on a kite string. Advertising is not merely a flash of bragging, it is a harnessed force under control to an extent little appreciated outside of the comparatively small circle of those who devise and execute the elaborate marketing campaigns which are an essential part of modern business.

It is difficult to conceive of a distributing plan under modern conditions which is wholly passive. Aggressive sales effort of some kind is practically essential. To object to it on economic grounds as being an unnecessary stimulation of demand is to ignore the conditions of production and consumption of which they are a product.

Thus far there has been no clear statement made of the economic status of this whole system of aggressive selling, of which advertising is so important a part. Such a statement will be slow in formulation. It must necessarily grow out of the facts. These must be established beyond dispute and weighed without prejudice and with due regard for the conditions of production and consumption which have produced them. If the facts show that, with the aid of intelligently conducted advertising, merchandise is delivered from producer to consumer better and with less waste than it could be delivered without this help, no amount of harping on some of its external features can permanently hinder its development.

Those who know how this marketing device operates when intelligently employed have no misgivings as to its ability to justify itself. In the meantime those who know what advertising is really contributing to modern business may expect to find themselves constantly under obligation to refute with facts a hounding, critical attitude based on a system of thought which grew up years ago when advertising was mainly a process of competitive bragging.

"Forum" Is Bought by Payne

The *Forum*, founded thirty-five years ago by Isaac L. Rice, was purchased this week by George Henry Payne, tax commissioner of New York City. The November number will be under Mr. Payne's editorship. Up to the time he entered politics in 1912 Mr. Payne was the political editor of the New York *Evening Post*.

THE FIRST 500,000



Francis H. Sisson, Vice-President
Guaranty Trust Company of New York

FRANCIS H. SISSON, Vice-President of the Guaranty Trust Company, offers constructive and timely suggestions in "My Remedy for Bolshevism":

"Tunnelling the Rockies" outlines a vast project rivalling in magnitude the cutting of the Panama Canal:

Stephen Leacock gives an uproarious account of the workman's ascendancy to autocracy in "The Kidnapped Plumber".

In the October 30th issue of

LESLIE'S

Half A Million Guaranteed

THE FIRST 500,000
of the reading millions

Have you been reading Leslie's lately?

THE FIRST 500,000

The American Weekly Admits Receiving a Cancellation

The reason was that the advertiser had been so overwhelmed with results from his first color page in the Weekly that he was afraid another page might put him out of business.

We can guarantee results, but we can't control them.

That is the advertiser's risk, not ours.



Two and a Half million families look for the American Weekly every Sunday, as a principal feature of the New York American, Chicago Herald and Examiner, Boston Advertiser, Washington Times, Los Angeles Examiner, San Francisco Examiner and Atlanta Georgian. If you want to see the color of their money—use color. A. J. Kobler, Manager, 1834 Broadway, New York. W. J. Griswold, Western Representative, Chicago.

Advertising & Selling

NOVEMBER 6, 1920



"How Can We Turn Our Prestige Advertising Into Cash?"

The above topic was discussed by the Advertising Managers Council of the Motor and Accessory Manufacturers' Association at a session held September 17 and 18 at Cleveland. By invitation of the council, newspapers, magazines, trade journals, direct mail, and outdoor advertising were each represented by a speaker who was asked to answer the above question.

H. W. Huff, advertising manager of the Detroit Pressed Steel Company, in introducing the subject stated that his investigations indicated "that there was to be a let-up in volume of purely prestige advertising and that he thought all of the advertising managers were confronted with the problem of getting more direct results from the money expended."

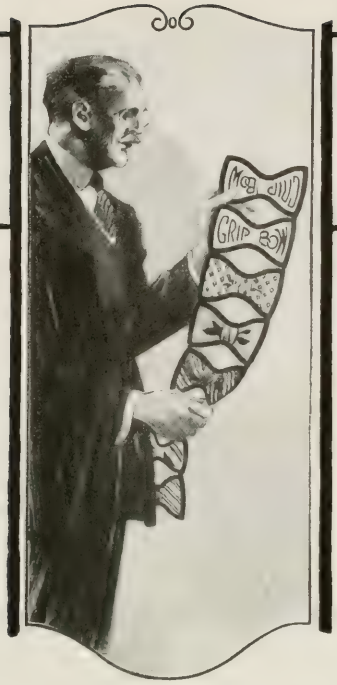
According to Automotive Industries the representative of magazines admitted "that this form of advertising was chiefly prestige advertising and it had no immediate solution to offer," and the spokesman for outdoor display "frankly stated" that his medium could not be used to produce "immediate sales"

The one form of advertising willing to shoulder the burden of quickly converting inventories into cash is newspaper advertising. The problem of "getting more direct results from the money expended" has one sure answer—NEWSPAPERS—and above all others

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Write For The Tribune's 1920 BOOK OF FACTS



"a corking good mailing piece!"

"Unusual? Absolutely! Yet it's merely a matter of portraying the bow ties. Pictures sell goods—if they are faithful pictures."

IT took Foldwell's specially prepared surface to bring out faithfully the colors used on the mailing piece pictured here. And it took Foldwell's remarkable strength to hold at the seven repeated folds—each one weakened by die cutting. More remarkable still—no cracks appeared at the folds to deface the impressions which portray silk cloth.

Faithful visualization! Better results in direct advertising.

Foldwell's long, strong fibres and rag base make it an unusually strong printing paper. Thousands of advertisers depend upon this strength to carry their sales messages clean and whole to their prospects. Learn what Foldwell will do for you by sending for our booklet, "Paper as a Factor in Modern Merchandising."

CHICAGO PAPER CO.

Manufacturers

833 S. WELLS ST.
CHICAGO, ILL.

NATIONALLY DISTRIBUTED

COATED WRITING § COATED BOOK § COATED COVER §

Foldwell TRADE MARK

CIRCULATION OF TEXAS NEWSPAPERS

As shown by statements made to the Government and filed with the Postoffice Department, showing increase or decrease during the past twelve months.

CIRCULATION

Newspapers	Oct. 1, '18	Apr. 1, '19	Oct. 1, '19	Apr. 1, '20	Oct. 1, '20	Change in Last 12 Months Gain	Loss
Fort Worth Star-Telegram	**65,599**	**62,123**	**65,514**	**72,256**	**78,475**	**12,961**	
Dallas News	71,612	72,340	63,572	65,020	67,683	4,111	
Houston Chronicle	54,573	54,936	51,771	51,687	49,165		2,606
Dallas Times-Herald	44,439	45,142	45,283	45,397	44,916		367
Houston Post	40,819	43,379	44,252	43,731	42,579		1,673
Dallas Journal	47,518	41,370	33,618	34,352	34,461	843	
San Antonio Express	38,958	35,884	31,126	31,545	32,506	1,380	
Fort Worth Record	24,695	24,043	25,666	27,781	27,356	1,690	
Dallas Dispatch	29,014	25,014	24,101	22,464	26,305	2,204	
El Paso Herald	27,162	24,716	24,504	25,770	25,165	661	
San Antonio Light	29,363	25,709	20,242	20,203	21,102	860	
Beaumont Enterprise	20,033	19,318	20,124	19,626	20,118		6
San Antonio Evening News	.....	18,500	15,854	17,947	20,087	4,233	
Houston Press	18,011	15,726	15,299	14,023	17,718	2,419	
El Paso Times	17,484	15,181	14,381	13,967	15,928	1,547	
Waco News-Tribune	12,617	12,068	11,037	11,328	12,186	1,149	
Galveston News	12,453	11,722	10,750	10,775	12,133	1,383	
Wichita Times	4,479	5,792	7,419	9,252	9,470	2,051	
Waco Times-Herald	8,112	7,864	7,220	7,782	8,824	1,604	
Galveston Tribune	9,131	8,831	8,211	8,541	8,094		117
Austin Statesman	7,337	7,573	7,973	7,108	6,354		1,619

COMPILED BY

FORT WORTH STAR-TELEGRAM

FIRST PAPER IN TEXAS

OVER 2½ TIMES THE CIRCULATION OF NEXT FORT WORTH PAPER

EVIDENCE OF READER VALUE—

Eighteen Months Ago, April 1, 1919, Fort Worth Star-Telegram

was second paper in Texas—10,000 behind the first paper. Notwithstanding increased subscription rates (5c daily, 10c Sunday, $1.00 per month by carrier in city, $10.00 to $15.00 per year by mail).

FORT WORTH STAR-TELEGRAM

is now First paper in Texas, leading the second paper by

over 10,000

at higher subscription prices in West and Northwest Texas.

The Billion Dollar Territory

where per capita wealth and buying power is the greatest of any section of the Southwest.

FORT WORTH STAR-TELEGRAM

has, according to latest audits,

100% more net paid daily circulation
66% more net paid Sunday circulation
than any other TWO PAPERS COMBINED.

CIRCULATION NOW

OVER 75,000 DAILY **OVER 90,000 SUNDAY**

AMON G. CARTER,
Vice-Pres. & Gen. Mgr.

Charter Member A. B. C.

A. L. SHUMAN,
Advertising Manager

ADVERTISING & SELLING, NOVEMBER 6, 1920
30th year. No. 20. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1870. Price, 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City

1921

Things to Remember about The Farm Market

That the farm income for the last five years (1915-1919) was over 98 billion dollars.

That the farm income for 1920 will be nearly 25 billion dollars.

That changing conditions will affect farmers less than any other class of people.

That farm families will have more money to spend in 1921 than any other class of people.

That the Standard Group of quality farm papers are subscribed to by the 1,150,000 leading farmers and preferred as advertising mediums by the leading advertisers.

THE STANDARD FARM PAPERS

Edited by men who know

Over 1,150,000 farm homes

Pennsylvania Farmer
Established 1880

The Breeder's Gazette
Established 1881

Wallace's Farmer
Established 1895

The Ohio Farmer
Established 1848

The Wisconsin Agriculturist
Established 1877

Prairie Farmer, Chicago
Established 1841

The Nebraska Farmer
Established 1859

The Progressive Farmer
Established 1886
Memphis, Dallas
Birmingham, Raleigh

The Michigan Farmer
Established 1843

Pacific Rural Press
Established 1870

The Farmer, St. Paul
Established 1882

Hoard's Dairyman
Established 1870

Western Representatives
Standard Farm Papers, Inc.
Conway Building, Chicago

Eastern Representatives
Wallace C. Richardson, Inc.,
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ADVERTISING & SELLING
The National Weekly of Modern Merchandising — Established 1891

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A Selling Plan for a Buyers' Market

How the Group Selling Idea May Be Used to Broaden and Strengthen the Appeal

By COURTLAND B. SHAW
Columbia Graphophone Company

MANUFACTURING reasons for buying is a popular—and necessary—industry in a buyers' market. The seller who fails to show reasons persuasive enough may soon find himself called upon to furnish reasons for his trying to sell. The group selling plan, which gives the wary prospect cogent reasons for increasing the value of his purchases, is attracting attention among keen, thoughtful sales executives at this time. It will attract more as its possibilities for the development of sales are more clearly seen.

THE DEALER'S ATTITUDE

The dealer will tell you that it is often as easy to sell two or more articles at a time as it is to sell one. He will also tell you that he likes to sell this way, but, because of a persistent reluctance on the part of the advertiser to educate the buying public to the "buy-more-than-one-at-a time" habit, his possibilities are sorely limited. He will cite actual instances of where the manufacturer of such-and-such a product could combine two, three or four standard articles and advertise the group as a unit and complain that this has not been done. He will show you his correspondence with the company, full of alibis and evasive "reasons" why certain items cannot be combined. The condition is really a situation in some lines of merchandise. So many producers are fearful to compete with themselves by inviting quality comparisons of their different grades under one cover. They believe that a diffusion of the grades and a final choice by the public is safety insurance for their reputations.

But what about the manufacturers who are under no liability of these exposing comparisons and could quite efficaciously offer and advertise combinations that the public would welcome? Are they taking full recognition of dealer requirements, the public aptitude to "stock up now" and seeing an advantage to themselves in the group selling idea? Or are they evading the responsibility for success or failure, that necessarily rests with the institutor of an innovation, and passing the buck to the dealer?

The dealer, when it comes to inaugurating a new merchandising principle, is dangerously liable to become an extremist. He attacks with a local vision, on a make or break basis, and often loses sight of underlying causes and effects.

There is a story of the impulsive merchandise man of a big department store who, as soon as the idea of group selling on a large scale possessed him, undertook the unusual plan of displaying every article in the store so it would sell some other article. Counters were arranged like chapters in a book, all subjects related in such a manner that every human requisite suggested another close at hand. One could begin at the front door and, by following his nose, find every luxury and necessity in the very order of its importance to life. But trade fell off so rapidly during the first few months of the experiment that the aged proprietor had to hurry home from Carlsbad and reorganize his establishment.

The founder of the business knew what ground floor space was worth in comparison with that above or below. He also knew what fast turnover meant and that people came not to review an array of their life-long needs but to procure quickly and

GROUP SELLING

OTHER TIMES, other customs. A few months ago, when the dealer and consumer were content to get our products under almost any conditions, we did not trouble our heads overmuch about plans to broaden and strengthen the appeal. But that was yesterday.

Today we are in a more receptive mood towards those who come suggesting revisions in our sales policies designed to make them real selling policies.

Group selling—making two or more allied products sell where one sold before—offers a feasible way of saying to more buyers: "Buy more"—even in a buyers' market.

THE EDITOR.

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easily those little items of definite and urgent usefulness. So the bargains went back to the main floor aisles, staples and commodities were returned to the basement and standard, slow-moving lines were transferred to original locations upstairs. Within a very short time figures began to look healthy once more.

As the other extreme there is the example of the old-fashioned hardware merchant who could never be induced to carry chests of carpenters' fine tools. His theory was that no good carpenter would ever require a complete new outfit at one time, that the demand was only for some particular implement now and then and that the toy tool chest filled all layman needs. He would not place his fine tools in competition with the toy tool chests. Suffice it to say, this short-sighted policy robbed the carpenter consumer of an invitation to make complete replacements and actually confined the hardware merchant's unit of sale to single items. Then there is the happy medium.

An experiment in records

When Art Hickman's Jazz Orchestra created such a furore on the Coast, not so long ago, one of the phonograph companies was quick to seize upon the opportunity for record sales and promptly secured four exclusive recordings by the sensational organization. Just before the Hickman records were released, the dealers, through their association in San Francisco, agreed to market these selections in complete sets only, for a limited time, on the theory that any dance enthusiast would as willingly accept the entire series as a single record. This was a strategic move on the dealers' part to obviate the beat and to eliminate among themselves the competitive element that might be introduced by immediate shortages of the more popular selections of the set. It was during the stress of transportation delays and limited output that these dealers decided not to "break" Hickman sets and an action merely to put them all on an equal distributing footing with the public. By ordering Hickman records in sets and selling them that way, no one dealer would have the advantage of "pickings;" the gamble of choosing the best seller of the series was removed and all would benefit equally by the timeliness of the issue and its rather limited allotment to their territory.

Although it was generally accepted, there was some little skepticism and no small amount of conjecture among the conservative dealers as to how the "radical" plan would work. They said, "We'll try anything once, of course, so long as it has the approval of the association, but it looks to us as though you were tying a can to our biggest scoop in years; there is also a suggestion of 'holdup' that will be hard to live down with our popular-record trade."

The manufacturers of the records, aside from contributing adequate newspaper announcements of the plan, stood pat, content to watch with a curious interest the result of a policy they had never dared to venture into on a national scale. Then came the big surprise, particularly to the doubtful dealers. The local tryout not only went across big but actually outstripped its original design.

How the consumer took it

How did the consumer receive the innovation? For the most part he was disgruntled only because the set was limited to four selections and did not embrace the whole Hickman repertoire. Final reports were convincing that the set should have contained at least six records.

The demand was there; it had been fed up on town talk, cabaret sensation and good advertising. The people of San Francisco greeted this group release enthusiastically, bought liberally for themselves and friends and, psychologically, were better pleased with the possession of the set than they would have been if allowed to hem and haw over the choice of one of the four recordings.

Within the month every Hickman record in the territory had been disposed of and an S. O. S. (ship on sight) went from the local branch distributor to the manufacturer in the East.

And the dealers? They were satisfied to a single man. Why not? Their unit of sale on these records had been enlarged from one to four with no equivalent increase in advertising expense or selling effort. Besides, as an anti-climax to the successful campaign it was found that the public really preferred to purchase records in sets and that the novel merchandising plan had instilled a precedent of vast potential possibilities. Today the Coast trend is all toward records in sets and the phonograph tradesmen are capitalizing on group offerings of every description.

How far the phonograph people generally will attempt group selling of records, as a result of this first success, is problematical despite the extraordinary opportunities that the principle finds in musical classifications. Why not complete opera scores in a series of ten to twenty double-faced records, portfolios of sacred music covering the whole gamut of the Christian hymnal, etc? But, as we say, the extent is questionable because such a general policy could quite easily become retroactive to a degree of popular disapproval. The idea can so illogically be overdone. A recent experience of the writer will demonstrate this point. He went into a music store with a lady of slight acquaintance and requested Bert Williams' piece about the "Ten Little Bottles." The over-zealous clerk forthwith took the cue and tried to sell every other "alcoholic" record in the house. The embarrassment was perfect for a lady's opinion may be valueless except on slight acquaintance.

All this brings us to the much mooted question as to the extent of the advertiser's responsibility for the way his goods are merchandised. But surely the advertiser stands in the first line of direct benefits if he can promote a campaign to sell two or more articles where only one was formerly sold.

It should not take dealer activity and dealer persuasion to prove this and point the way for collective sales.

Perfecting rules

A cursory review of advertisements in any current periodical will show an amazing trend toward the ultimate perfection of a set of rules which might mark "group selling" as an acknowledged merchandising principle equally as important as "the one price system," "open display of goods" or the more recent discovery, "self-service."

The most common successes seem to be realized from invention rather than from the application of any established forms. A new product will be taken on to complete the utility value of the old. For instance, a manufacturer of paints, varnishes and shellacs, desiring to build up a trade among piano and furniture people, puts up a complete refinishing outfit but has to anticipate its misuse in inexperienced hands. Accordingly, an especially prepared emulsion, for French polishing, replaces the ordinary shellac which is strong in alcohol and dangerous to use in minor repair work where the rest of the finish must be preserved. A burning-in lamp, not of his manufacture, is added for completion of the outfit. In the Cutex manicure set you will find a metal nail file, sandpaper files and a rosewood stick. The Gillette safety razor, traveler's outfit, contains a stick of Williams' shaving soap and a Rubberset brush—and so on.

(*Continued on page 38*)

Getting a New Rise Out of the Yeast Cake

The Fleischmann Company Is Advertising a New Use for an Old Familiar Product

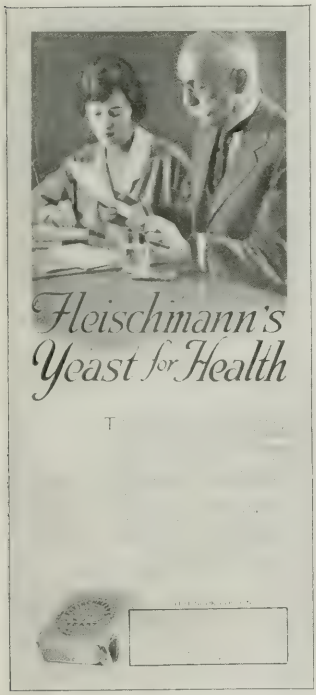
By WARD GEDNEY

ONCE UPON a time when we were a little boy we knew a little girl who had an amazing passion for compressed yeast.

Every time she was sent to the corner grocer's for a supply for the week's bread baking she would wickedly nibble a twenty per cent commission off the cake that the grocer gave her in exchange for her two cents. When she accumulated two cents of her own she would expend it in yeast instead of in lollypops like the rest of us.

We decided that she was doomed to a bad end; and her mother expected an early one. I believe that most of us avoided her for fear that some day she might "rise" like a pan of dough and finally burst with horrible results.

When we weren't inspired to awe by this prospect we laughed at her.



For the Business man who wants to keep fit

Today, she can laugh at us if she is still following her gustatory bent.

Today the Fleischmann Company is conducting a big advertising campaign to convince us that the little maid's instinctive dietary choice was right and, as a result of that campaign, some thousands of men and women are eating, not one cake once in a while as she did, but from one to three cakes a day for the nutritive, curative and beautifying value that is said to be in them.

TEACHING THE CONSUMER

The first advertisement to push the sale of yeast as a food desirable in itself and not as a baking accessory appeared in the *American Weekly* on March 14. Similar advertisements ran all through the spring and the message is now being made the subject of a widely placed newspaper and magazine campaign scheduled to cover the fall and winter months.

"Eat yeast!" The message came with something of a shock to the layman whose knowledge of yeast was confined to its effect on "the staff of life" or, perchance, to its not altogether pleasing smell.

Probably it wasn't an easy message to put across convincingly. The consumer looked upon yeast as a raw product and, before he began to think about it, was as surprised as he would have been had the advertiser said to him: "Eat baking powder!"; or "Chew hops!"

Then it was in order for him to ask: "Won't yeast when eaten have the same effect as in raising bread?"

From which the transition to "yeast jokes" about yeast consumers with explosive "tummies" was an easy one—taken with celerity by the cartoonist and jokesmith.

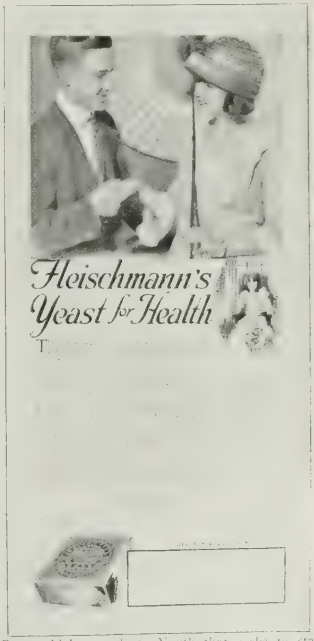
CONSERVATIVE COPY

But when the first shock of surprise was over people began to remember things about yeast—that it was said to be rich in that essential food element called "vitamine" and that, in hospitals, it has long been prescribed for boils and pimples. And the Fleischmann copy began to mention these things and to call attention to other health-giving properties of the little tinfoil covered cake.

This copy had to perform a double function—to sell people on the health value of yeast and to convince the cynic and skeptic that the staid, familiar old yeastcake was not being led astray among the wilds of "cure-alldom." There was danger as well as gain in the novelty of its appeal.

An examination of the fall Fleischmann pages will convince the reader that the advertiser has kept his head. Just to take one example: after having established the beneficial effects of a yeast diet on the complexion, the Fleischmann Company wisely resisted the temptation to embark on an extravagant eulogy of its product as a "beautifier." While conservatively worded paragraphs have called attention to this service of yeast, most of the emphasis has been placed upon its specific value in the correction of pimples, boils, blackheads (acne) and upon its general value as a conditioner.

Still keeping his head, the advertiser has in every mention of yeast as



Copy which appeals to Youth that seeks to stay youthful



Why and How are told comprehensively in this newspaper copy

a corrective for an ailment, appended the advice: "In all acute cases, consult your physician."

AS A FOOD

The effort has been in every piece of copy to present yeast as a food, not as a medicine. You "eat" yeast; you don't "take" it. If you are advised to eat it with special persistence when you are suffering from a "run-down" condition, from pimples, boils, acne or constipation it is for the same reason that you are advised to eat spinach and other leafy vegetables under the same conditions; only, says the Fleischmann Company, yeast is four times richer in vitamine than spinach.

Because it is desired to keep this food value always in mind, yeast, the food, is being sold in just the same package, through the same agencies as yeast the dough-raiser has been sold for so many years. If you want yeast to eat "straight" you get it, as of old, from your grocer, not from your druggist. Of course, it costs a penny more today than it did in prewar days.

But you don't have to eat yeast "straight," as a panel in most of the current advertising of yeast explains. "Some take it dissolved in fruit juices or water. Some spread it on bread. Others like it plain," this panel tells us, illustrating each method by sketches, the better to "sell" us on this strange idea of eating the sour smelling little cake. And somehow the illustrations make it look most appetizing.

"But," objected a copy-writer friend to whom I made this remark, showing him a piece of the Fleischmann copy as an example, "you wouldn't say that that headline made it appetizing, would you?"

I looked up at the top of the page and read in big display letters:

PIMPLES, BLACKHEADS, BOILS
signs of a lowered vitality
A familiar food now used to correct them

"No," I agreed, "I wouldn't."

When I talked with the Fleischmann sales promotion department on this point—the playing up of the names of unpleasant ailments throughout their copy—the reply was:

"You are lucky enough not to be troubled with pimples, blackheads, boils, or constipation, so you are not the man we are aiming at in this copy. The man who has any of these ailments is interested in curing them and he is going to be attracted, not repelled, by a headline such as this. It is a headline that flags exactly the man that yeast can help."

FLAGGING THOSE IN NEED

On the other hand, the copy has not been made to smack too much of the doctor's office or the chemical laboratory. The reader who wants to go further into the question of why yeast is a valuable health-giving food, who is interested enough to write for information, can fill out a coupon and get "Yeast for Health," a booklet dealing more completely with technicalities and telling something concerning the intensive research into the therapeutic value of yeast undertaken by Dr. Philip B. Hawk of Jefferson Medical College in 1917, the results of which were published in the *Journal of the American Medical Association*.

Yeast copy is appearing this fall in the magazines and newspapers. It is being used with particular consistency in the rotogravure sections of the Sunday newspapers where its appeal reaches the whole family.

—And somewheres in this wide world there is probably a grown-up little girl who is reading it and saying—as a woman so loves to say it—"I told you so."

New York Council of A. A. A. A. to Meet

The New York Council of the American Association of Advertising Agencies will hold its first meeting of the year on November 18, at 6:30 P. M., in the New York Advertising Club.

The newly elected Board of Governors of the New York Council will meet at the same time. The board is composed of Joseph A. Hanff, chairman, Hanff-Metzger Inc.; H. B. Wilson, vice-chairman, Edwin Bird Wilson, Inc.; H. A. Lebair, Sherman & Lebair, Inc.; F. M. Lawrence, George Batten Company; M. P. Gould, M. P. Gould Company; Frank Finney, Street & Finney, Inc., and A. M. Lewis, J. Walter Thompson Company.

Ansco Account With Barton, Durstine & Osborn

Barton, Durstine & Osborn, New York, have obtained the account of the Ansco Company, Binghamton, N. Y. A campaign is contemplated for next year after a survey has been made.

Building a Great Drug Business

The Part Direct Advertising Has Played in the Success of the United Drug Company

By GEORGE C. FROLICH
Manager Drug and Chemical Dept., United Drug Company*

THE EXCLUSIVE territorial distributing agency given to the United Drug Company stockholders compels our company to plan their publicity campaigns in a manner different from that of most other concerns. Having much less than 20 per cent of the druggists in this country as our agents of distribution we must depend greatly on the amount of backing up and team work our agents do in conjunction with our national advertising.

The appropriation for national advertising this year amounts to $785,000, and in addition to that we have the team work of our many thousand druggists to the extent of $750,000 worth of direct advertising material, which our stockholders pay for, but which we plan, design, produce and sell. This amount of money is the largest amount of money spent by any one concern in America on goods sold exclusively in drug stores, but, as I have said, our points of distribution represent only 20 per cent of the drug stores, and one can readily see how important it is for us to have the local druggist make a distinct tie-up between our national advertising and that of his particular store, as he is the only druggist out of five stores who can supply the demand created by that national advertising.

"BUYING GOOD WILL"

It would not be amiss here to give the figures of the combined sales of our advertised items and our advertising appropriation for the last four years. In 1917 we sold $3,775,000 worth of advertised items on which we expended $62,000 in national advertising, less than 2 per cent. In 1918 our sales on these items amounted to $6,042,304, our expenditure on advertising being $329,223, over 5 per cent. In 1919 our sales were $7,430,623, our advertising expense being $479,535, or 6 per cent. The estimated sales of 1920 are $11,000,000, with an advertising expenditure of $785,000, or over 7 per cent.

If our stockholder agents were indifferent to our merchandise and to our cause it can readily be seen that a tremendous amount of waste would be represented in our national advertising. It is of vital importance that our advertising department be backed up by the efforts of the stockholders, so to us this question of direct advertising is of great importance and we know it to be a very considerable factor in the building of the world's largest drug business which the United Drug Company is today. Our business this year is upwards of $120,000,000.

The head of our advertising department, C. E. Murnan, says that advertising is not selling merchandise. He says it is the "buying of something from the public, and that something is confidence and good will." He says the man who plans his advertising campaign for direct results has nothing after the sale is over. We are building "beliefs" and, as the public is continually offering this "commodity of good will" to the smartest purchaser, it behooves us to keep this good will bought constantly by keeping our advertising before the people. If you should ask anyone connected with the advertising department of the United Drug Company "Does your advertising pay?" you would find, despite the figures I have quoted you here, no immediate affirmative answer. We rather look upon it as an accumulated effort and we have in mind the reputation of the big men. Were they made overnight? Is that the biography of successful men? You find that invariably it takes from ten to fifteen years to build character or ability that is recognized by the public, and we believe that advertising is cumulative and does take time.

WINDOW DISPLAY

What does our direct advertising consist of? The answer to this I believe is best expressed by stating—"educating our stockholders to become better retail merchants." Our first effort in this is the education of the sales people of the Rexall drug stores. Our sales promotion and publicity department issues frequent advice on the best way to make sales of merchandise in which we all are interested and how to couple up with the sale of one item other items which we call suggestive companion sales. To strengthen the selling by word of mouth we furnish the Rexall retail druggist at cost illustrated or printed material.

Now let us start with the clerk standing behind a counter representing the Rexall Drug Store. If the national magazines today carry one of our advertisements, *that* merchandise should be today on display within two or three feet of the wrapping counter in every Rexall store in this country. It is displayed according to our suggestions by photographs, illustrations or printed instructions, and directly on the display or near it there should be a sign "Designed By Our Display Artist"—whose business it is to make that selling card as near a tie-up with the current magazine advertising as possible. Sometimes a whole section of the store or an entire section of the show-case is devoted to this kind of a tie-up with our advertised products. If you go to the front of the store, look into the window and you will find a window display designed for the same purpose, carrying the national advertising merchandise backed up by illustrated panels designed to catch the attention of the public and tie up our national publicity. We recognize that it is not sufficient to take care only of the people who know our stockholders so well that they voluntarily go to the store, or the ones who pass within sight of the store, so we furnish him with advertising material which will go out into his community and go into the homes and there try to tie up our national efforts with his store

HELPING THE CORNER DRUGGIST

This really is a fifty-fifty proposition. The druggist in the small town gets a better standing by directly tieing up with a million dollar publicity. The local reputation of the corner druggist, his personality and his business integrity reflect with credit on the colored page appearing that month in magazines read in the homes of his community, so it is a co-operative movement not alone in

*A part of Mr. Frolich's address before the Direct Mail Advertising Convention at Detroit.

manufacturing but also in distribution and selling.

We have various ways of going beyond the zone of vision of the stores. We prepare and sell our stockholders rotogravure folders describing merchandise we wish the stockholders to feature. These are either wrapped in outgoing bundles, enclosed in the monthly statements of the druggist to his customers, or mailed directly to the home.

Then we have a Rexall house organ called "The Rexall Magazine" which has a circulation of approximately 900,000 copies per month. This is a sixteen-page publication imprinted with the druggist's name and address, and contains illustrations of current interest, interesting stories, items and a number of columns advertising the products of the United Drug Company. The cost to the druggist is small and it has proven to be a wonderful tie-up between the store and its prospects.

We also have a Rexall almanac once a year with an issue of one million, and this is along the line of the usual drug store almanacs, but the stockholder of the United Drug Company controls the created business on all of our products, making it different from the ordinary patent medicine almanacs, which increase the business for all druggists alike.

We have a Rexall calendar this year of which we have sold 2,400,000 copies, for which we received $225,000, and which it took fifteen solid cars to put out to our stockholders. These calendars being approximately 9 x 13 inches, 12 pages and cover, make a tie-up with not alone our national advertising but with our direct advertising efforts and our druggist has in the homes of his customers practically twenty feet of billposting space hanging there for twelve months at a cost to him of around ten cents. We think it is one of the most efficient direct advertising efforts we are responsible for.

Of course, in addition to these items we send out form letters, advertising novelties of all kinds which each have their effective use in retail merchandising.

To Merchandise the Artist

How One Advertiser Is Using Big Names and Getting Full Value Out of Them

EMPLOYING a celebrated artist to make your advertising illustrations demands a heavy investment out of the appropriation that is not always productive of the hoped-for results in attention, inquiries and sales. This is particularly the case if the advertising department "falls down" on the job of properly merchandising the enterprise, for in these days of resplendent color pages the mere appearance of your painting, or drawing, or sketch, signed by ever so great a name in ever so big letters along the border isn't likely to be enough to make the unique and profitable impression that you have the right to demand.

Even when the page is merchandised out through the trade and the significance of your enterprise reiterated for the consumer's benefit by the display in the dealer's window, or by the replica sent through the mail in folder, or blotter form, there is still something to be done, if you are frankly going out to create prestige with the help of a Christy's name, or a McMein's.

L. Bamberger & Company, department store proprietors of Newark, N. J., have recently been engaged in the interesting—to advertisers—task of demonstrating how to get the ultimate benefit from the use of a famous artist's name.

In the first place, the artists who have been illustrating copy for them —Howard Chandler Christy, Haskell Coffin, Neysa McMein, and others— have drawn not just pretty girls but pretty girls wearing models of gowns that have come from and can be found in the Bamberger store. In illustrating Bamberger fashions, which is the aim of the series, they have really used Bamberger fashions. That is a step forward.



This photograph was used on another page to call attention to Bamberger's McMein page

Secondly, the illustrations have appeared not in the colorful general magazine, where the excellent and the unusual is the rule, and where, however excellent themselves, they must have met strong competition in the eyes of a public which does not always pay special homage to a Christy or a Coffin or a McMein, but in the newspaper. Thus they have made themselves the advertising picture feature of the New York *Times*, for example, Sunday after Sunday.

Thirdly, Joseph E. Hanson, Bamberger's advertising manager, was not content to carry on the page the line, "An illustration drawn to exemplify Bamberger Fashions by the famous artist ——," but on another page he placed a two-column advertisement, six and a half inches deep, advertising the day's advertising. Cuts of these guide posts to the big page are shown with this article. The name of the artist, the name of the advertiser, the fact that the advertiser is adding to his prestige with an unusual copy series, the character of the series, the location of the page carried that day, and the character of the page are all ingeniously set forth here.

ATTRACTED ATTENTION

Mr. Hanson may say that necessity was "the mother of invention" in this case. It was the fact that the late conception of the series made it impossible for the company to secure

(*Continued on page* 40)

"Mr. Dealer, Look at Our National Campaign!"

"Very Good," Says Mr. Dealer, "But It's My Local Copy That Sells Your Line Here"

By WILLIAM S. CADY
Advertising Manager, the Hutchinson (Kan.) *News*

WHAT I have to say cannot be boiled down to such an extent that I can rightly call this a friendly open letter; on the other hand, this "piece of writing" is not scholarly enough to be dubbed an article. I guess it must be just a protest—maybe an inquiry.

The newspaper I represent is considered one of the best in the Middle West. During my few years of existence I have worked on three other good newspapers of the same section and have been closely in touch with the merchandising activities of nearly one thousand different men, engaged in all lines of business, both retail and jobbing. I have very carefully dissected a number of these businesses and have for the past four or five years been vitally interested in the effect upon these few hundred men of the expensive portfolios sent out by manufacturers explaining to the small city retailer what truly wonderful things are being accomplished through "national" advertising.

WHAT THE MANUFACTURER THINKS

Here's a good place for me to get the "protest" off my chest. I think manufacturers with nation-wide distribution who swell with pride at the mention of their "national" advertising have placed the horse at the rear, rather than at the front, of the wagon. Hundreds of manufacturers have in the past forced distribution through the lavish use of space in publications of general circulation; they have created demand in a smashing manner. But where one has been successful hundreds have failed. Today many of the more successful are continuing such a policy when the man who wraps the goods, hands them to the customer and takes the money could suggest a plan that would be far superior—from the standpoint of actual results.

I recently visited a number of "national" advertisers in New York and Chicago and on one occasion when I happened to state to the advertising manager of a large men's clothing concern that "your local dealer in Hutchinson is using big space in our paper in advertising ——— clothes" he interrupted with the remark, "you mean he is spending money in your paper to call people's attention to the fact that he sells ——— clothes."

Such an idea struck me as being very foolish right at that time, but upon close investigation throughout the remainder of my trip I discovered that a great proportion of the larger concerns maintain the same attitude. They actually believe that, through their "national" advertising, they are creating such a nation-wide demand for their product that the dealer should feel highly honored to be privileged to sell their merchandise. That may be true—and undoubtedly is—as regards such items as gum, collars, soap and many other articles that have been long established in the minds of the American people or where the local selling agency is not exclusive. But in the case of this firm's clothes the retailer is the "King Bee."

WHAT THE DEALER THINKS

I have just interviewed twenty of the leading clothiers of the State of Kansas and they declare unanimously that ninety-five per cent of their patrons trade with them because of personal friendship or a kindly feeling toward the store rather than by reason of the fact that they feature any particular brand of clothing, shoes, hats or shirts. I believe scores of manufacturers are using a small amount of newspaper advertising (maybe over a local dealer's name) to supplement their general publicity; while as a matter of better business the bulk of the appropriation should be used in cooperative advertising with the local dealer and the general publicity used as supplementary.

To make my point clearer, I want to go back to the Chicago clothing concern. The local dealer has asked for cooperative advertising. He sells, in this city of about 50,000 inhabitants, more of that line of clothing than does the dealer in either Wichita or Topeka, both cities of more than 50,000 inhabitants. He believes—and I very heartily agree with him—that the manufacturer should run advertising in Hutchinson as well as in Topeka and Wichita. He expressed that belief in a letter recently to the Chicago concern. A reply came back to the effect that the advertising policy of the firm was to use space in papers in cities of not less than 50,000 inhabitants. The advertising manager of this clothing manufacturer stated that the combined circulation of the Kansas City, Topeka and Wichita papers carrying this advertising into Hutchinson was 1,360 copies daily. "Certainly," concluded this advertising manager, "when you bear in mind the fact that our advertising is likewise appearing in a number of magazines of general circulation and a great number of these enter your city and county, you can see that we are doing a great deal for you."

Now I believe this Chicago advertising man thought he could "pull

What Does the Dealer Think?

"IN common with most Eastern advertising men," writes Mr. Cady in consigning this highly belligerent article to the care of ADVERTISING & SELLING, "you probably don't understand how scornfully small city retailers view lengthy recitations of what 'national advertising' is accomplishing."

In common with most advertising men everywhere, we do understand the folly of letting the national campaign stand alone, unsupported by the proper merchandising effort locally.

But that will never "unsell" us on the value of the national campaign.

Perhaps the national advertiser *has* failed to appreciate at its proper value the direct selling power of the local retailer.

On the other hand, perhaps the local retailer fails to credit with *its* proper value the mass selling power of the national campaign.

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that kind of stuff" over on the local dealer, telling him that a Kansas City paper, carrying his firm's advertising over the name of a Kansas City clothier (and likewise with Topeka and Wichita), would do the Hutchinson man a great lot of good.

Some of you advertising men, listen! When you want to purchase a suit, do you rush into a clothing store and shout out the name of some "nationally advertised" line? Rather, don't you go to the store of a friend, or to some store where a friend works and rely a great deal upon his judgment and advice? Even if you have been wearing a certain brand of clothing for years, but your friend has "changed lines," isn't it true that you'll allow yourself at least to "try" something else this time? If you don't, the man in the small city does.

I'm not knocking general publicity —which is usually called "national advertising." I believe in it thoroughly; but I do think the time is here when the manufacturer should open his eyes to the fact that the local retailer is the one to whom the prospective purchaser goes for advice when he wants to buy a suit of clothes, a pair of shoes or items of like nature. And the time is likewise here when some manufacturer with nation-wide distribution (especially one with an exclusive selling agency in each city) should recognize the importance of joining hands with the retailer in helping to push the sale of his merchandise in each individual locality, rather than depending upon general publicity, even when used in lavish manner, to influence the dealer to do all the pushing himself. And I might add that, in my opinion, the success of many so-called "national" campaigns has been largely due to the local dealer's efforts. In the past he has been led to believe that general publicity created a demand much in excess of what it actually did and he has spent his money and given of his very best in salesmanship to push some particular line. Were it not for the fact that the retailer has, in so many instances, carried more than his share of the burden, many a successful advertiser today would be digging 'em out by the roots to discover what was wrong.

MORE COOPERATION NEEDED

I know what intelligent newspaper advertising can do because I know what it has done in scores of instances, and on one single item, too. I earnestly believe that the manufacturer who would today join forces, probably on a basis of the amount of merchandise purchased, in an intelligent and straightforward publicity campaign in the local newspaper in an attempt to tell the people why they should purchase his merchandise and where it can be found, and then supplement such a nation-wide policy of increasing the turn-over of his goods in each separate locality with some general publicity to augment his product's name in the minds of all the people *en masse*, would discover himself in a working partnership with his dealers which would insure a steadily increasing demand.

It is true that a number of large concerns have entered into cooperative advertising arrangements with retailers and a great majority of the ventures have not been highly successful. The fault lies in the execution and not in the general idea itself. I do not know of a single manufacturer who has evolved a practicable, workable plan for cooperative selling with local dealers; yet, to my way of looking at the matter, such arrangement is not beyond reasonable expectation. The organization of a department and the execution of the work would present vastly different problems to different manufacturers. However, the easiest way out isn't always the most profitable.

Another thing! If I could take some advertising managers and sales promotion men with me on a trip through the back rooms and basements of Hutchinson stores—and they are typical of those in thousands of other towns in America—and dig out the dust-covered electrotypes that have never had even a smell of ink, and the mouldy-edged window displays, counter cards and case designs, all representing vast expenditures on the part of manufacturers and then invite those gentlemen to "listen in" on a conversation between myself and the retailer upon just why this costly material had not been used, I believe some steps would be taken toward remedying the existing wasteful practices.

I've heard the local dealer scornfully referred to as an ignoramus and a moss-back; but, brother advertising men, he's the bird who recommends and sells "something else" to his neighbor, Mrs. Jones, or to his fellow lodge member, Mr. Brown.

And now I hear the boys in the gallery yell, "Take 'im out. Why hasn't somebody a heap wiser'n you adopted a workable co-operative policy?"

And I candidly answer, "I don't know. Will somebody please tell me?"

Victor Thorsch Directs Consolidated Cigar Sales

Victor Thorsch of Chicago, identified with the sale of the New Bachelor and other cigars for many years, has been made general sales manager of the Consolidated Cigar Company, New York, which ranks among the four largest cigar manufacturers of the world.

Miller Made Winton Sales Manager

H. J. C. Miller, for fourteen years with Winton Company, of Cleveland, on November 1 became sales manager. He succeeds O. F. Baughman, who will devote his time to special assignments of the general manager's office.

Helm Directs Hare's Motors Sales

B. C. Helm, formerly special representative of Hare's Motors with headquarters at Philadelphia, has been appointed general sales manager of the company.

Bradford Heads Sales Organization

C. C. Bradford, for a number of years sales manager of the U. S. Light & Heat Corporation and more recently sales manager for the Mayo Radiator division of the Marlin-Rockwell Corporation, has been made head of the Manufacturers' Sales Company, *Leader-News* Building, Cleveland.

Kelley, Manages A. O. Smith Sales

John P. Kelley, advertising manager and assistant sales manager of the A. O. Smith Corporation, has been promoted to the position of sales manager succeeding James L. Sinyard, who is now secretary and director of the corporation.

Mayo Heads U. S. Division Sales

George H. Mayo, recently promoted to the general control of sales for the new boot and shoe, mechanical and miscellaneous division of the United States Rubber Company, is now a second vice-president of the company. C. C. Case will have direct charge of mechanical goods sales, and William F. Enright has been made general manager of footwear sales.

Archey Directs Ignition Sales

H. L. Archey, recently sales manager for the Bacon Motors Corporation, has been appointed sales manager of the Philbrin Corporation, Kennett Square, Pa.

Sheridan Motor Names Executives

J. G. Wilmoth, for several years with the General Motors Corporation, has been appointed general sales manager of the Sheridan Motor Car Company, Muncie, Ind. M. M. Roberts has been made manager of advertising.

Melhado Made Bethlehem Sales Manager

Charles Melhado, who has been in charge of export sales for the Bethlehem Motors Corporation, Allentown, Pa., has been given the direction of domestic sales as well, taking over the duties from Roy S. Davey, who has resigned as sales manager.

New York Globe

The Globe

America's oldest existing daily newspaper, will on December 9 complete its

127th Year

¶ *The Globe of to-day is more influential and successful than at any time in its long career.*

¶ *The Globe is the first metropolitan newspaper to go on the flat-rate basis—same rate foreign or local.*

MEMBER A. B. C.

THE NEW YORK GLOBE

JASON ROGERS, Publisher

170,000 A DAY

Men and Women Who Make Our Mediums

Samuel R. McKelvie Is Governor of Nebraska and Publisher of the *Nebraska Farmer*

By RUSSELL E. SMITH

HAS YOUR state a Governor whom you can "give a ring" on the telephone, without first giving six subordinates your pedigree from the time of the flood, when you want to tell him "howdy"? Nebraska has, and in the same personality a publisher very dear to the hearts of enough thousands of persons—farmers and urbanites—to make him seem "quite a young chap."

Samuel R. McKelvie is the man. He is the youngest Governor now running a magazine in America; the youngest publisher who runs a state and, more than incidentally, the youngest Governor in these United States.

I thought you would like to know how these signal honors fell to him and made it my business to find out. It's quite an interesting tale, this story of a native Nebraskan's double-tracked rise to fame and fortune, with plenty of realism in it.

As a farm paper editor and owner should have been, he was born on a farm, raised on one and worked on one—and in Nebraska too—until seventeen years ago, when he decided that to run a farm paper was his ambition.

He forthwith deserted his farm home in Clay County, determined to "land" a certain job that he had heard was open on an Omaha newspaper. He forthwith applied, but shortly received a letter stating that the company already had in view another man. That didn't stop young McKelvie, and he immediately took a train for Omaha.

GETTING HIS FIRST HOLD

At the publishing office Charley Rosewater, the proprietor of the *Twentieth Century Farmer*, was just leaving for home. McKelvie went with him and on the street-car "sold" himself for "just enough to live on!"

As a proof of his then utter unfitness for the political career that was to come later, the young farm paper reporter didn't even know what an expense account was!

After three years of attending stock sales, soliciting advertising and other duties, his salary had increased to $125 a month and shortly afterward he resigned to edit the *Nebraska Farmer*, then a struggling paper with a circulation of about 15,000. That marked his real start in business, for what money he could save he used to buy up here and there the small interest in the paper that he was now working for.

Soon after he was induced to run for the city council in Lincoln, but he couldn't quite catch it until a new ward was created and, happening to live in it, he became an appointee of the mayor; then he became a member of the legislature and finally, at thirty-one years of age, he was Lieutenant-Governor. And at thirty-seven years of age became Governor.

Unlike many publishers would have done, he has always refused to use his paper to advance his own political ends. His candidacy for an office is practically never mentioned in the *Nebraska Farmer* and he always has desired that his policies should be discussed frankly and fearlessly.

Anyone may call at the State House and see the Governor. When you call the chief executive on the telephone, you don't need to tell your name and address and give your biography in detail. A few weeks ago the Governor rode to work from his home in East Lincoln with the milkman. That is the kind of man he is.

One of his first undertakings as chief executive was to abolish eleven boards and commissions and ten sub-divisions of departments and put the entire state affairs on a business basis, with six administrative departments, including finance, agriculture, trade and commerce, labor, public works and public welfare. Briefly, following out party pledges, the entire state government was modeled on that of the United States, doing away with numerous petty boards, commissions and departments. Under this system, the state government has saved $10,000 every month out of the amount allowed it for running expenses by the legislature. But enough of Mr. McKelvie, the Governor. To Mr. McKelvie, the editor and farm paper proprietor.

HIS VIEWS ON POLICY

"It is of fundamental importance," says Editor McKelvie, "that a newspaper should be the unprejudiced friend and adviser of its subscribers. It should not, however, become paternal. The paper also should protect its subscribers against misinformation and against unlawful acts of advertisers."

The *Nebraska Farmer* was one of the first papers to protect its subscribers with an advertising guarantee, whereby the advertiser must make good or the paper would do so. The *Nebraska Farmer* has never accepted patent medicine, liquor or financial advertising.

In the old days Mr. McKelvie used to solicit advertising in person. One of the most effective advertisements for the paper in the early days was entitled "Pigs Is Pigs," and describing how a bunch of hogs from the home farm in Clay County topped the St. Joe market. That brought $500 worth of advertising from a sewing machine company, almost by return mail, quite an item in the early days. The idea in the advertisement was to connect up the publisher of the paper as a practical farmer. Another effective advertisement for the

Our Youngest Governor

HERE'S an interesting view of an interesting personality in the publishing field, which may serve to convince some advertisers in these days when it seems hard to put over their personal programs, that "It can be done."

Governor McKelvie, of Nebraska, at thirty-eight, is the mainspring of the *Nebraska Farmer*. He did more than any other individual concerned to build that publication. His life has been a pretty busy one but, he declares, there are busier and more resultful days ahead.

THE EDITOR.

Collier's

THE NATIONAL WEEKLY

5¢ a copy



Congoleum and Collier's

The Congoleum Co. has chosen Collier's as a leading factor in its national advertising campaign.

Read Collier's



SAMUEL R. McKELVIE

paper showed Nebraska's corn crop loaded like logs on a wagon.

Editor McKelvie has always been rather conservative in his publishing policies, refusing to give encouragement to radical theories and dogmas. Governor McKelvie believes that the economic problems confronting the farmer are more important than the problems of production. He believes farmers' co-operative organizations are one solution.

Here is what Governor McKelvie thinks is his duty as an editor:

"The only position to which I can liken the editor's job is that of presiding officer," he said. "And anyone who ever has tackled such a position knows that it is no snap.

"To keep the speakers talking to the question; to avoid the use of personalities and acrimonious debate; to avoid tiring the audience with long-winded, uninteresting speeches; to give ample opportunity for discussion of interesting subjects without wearing them threadbare; to keep the auditors satisfied by giving them something that is really useful and at the same time interesting to all; and to cover the range of subjects that might properly come within the purpose of the meeting requires wisdom, patience and a wide knowledge of conditions.

"There is only one rule that will enable a presiding officer to fill his position with the largest degree of satisfaction and that is fairness.

"Fairness always provides a means of coping with ever-arising questions of policy. The editor may lead discussion into channels of interest and helpfulness; he may allow his own opinions to carry as much weight as the opinions of others, no more; he may permit his readers to be the judge of whose opinions are best; he may stimulate his auditors to wholesome thought and friendly action; he may discourage those who would constantly hold the 'floor' and encourage expressions of opinion from those whose inherent modesty bids them remain silent; and finally he may so thoroughly develop the facts on all sides of important questions that no one need worry about the ability of his readers to arrive at a wise decision of the proper course to pursue."

Governor McKelvie is a good refutation of the age-old theory about too many irons in the fire. By his experience at the forge of statesmanship he has learned things that enable him to ply a heated pen in behalf of the state's mainstay—the farmer: by his life-long work among and for the farmers he has imbibed that which has helped him apply the cauterizing iron where needed in matters of state.

Business Publishers to Meet

The annual meeting of the New York Business Publishers' Association, Inc., will be held Monday evening, November 8, at the Automobile Club, 247 West 54th street. G. A. O'Reilly, vice-president and manager Foreign Trade and Business Research Departments of the Irving National Bank, and President Harry W. Tipper will be the speakers of the evening.

Sphinx "Philadelphia Night" November 9

The Sphinx Club will tender a banquet to the Poor Richard Club of Philadelphia on November 9 in the Grand Ball Room of the Waldorf-Astoria, New York. This is the first of several banquets which the Sphinx will give this season to important advertising organizations of various cities in commemoration of its Twenty-fifth Anniversary Year.

P. L. Thompson to Address Representatives

Philip L. Thompson, advertising manager of the Western Electric Company, will tell the Representatives' Club of New York at a luncheon Monday, November 8, in the Pennsylvania Hotel, about "Taking the Blue Sky Out of Institutional Advertising."

Sales Executives Favor Fletcher Bill

The American Society of Sales Executives at its annual conference, recently, placed itself on record as against the practice of commercial bribery, defined as the payment of gratuities by sellers to buyers or representatives, in the employ of buying concerns, or buyers, for the purpose of influencing or securing purchases, and pledged its support to the Fletcher Bill, now before Congress, which aims to make commercial bribery a Federal penal offense.

New members were elected to the society's executive committee, which is now as follows: Fowler Manning, chairman; W. A. McDermid, secretary; G. R. Cain, treasurer; C. H. Rohrbach, assistant secretary; George W. Hopkins, C. F. Abbott, N. A. Hawkins and H. D. Whittlesey.

THE readers of the *Chicago Evening American* pay out practically as much money, each day, for the privilege of reading this newspaper, as is paid out, each day, for the purchase of all Chicago evening newspapers *combined.*

! ! !

The net paid circulation of the Chicago Evening American is more than 360,000 daily.

The Chicago Evening American
is a member of Audit Bureau of Circulations.

The House Magazine in National Advertising

Methods of Effectively Employing a Publication for Customers and Prospects

By WILLIAM A. BIDDLE*
Advertising Manager, The American Laundry Machinery Company, Cincinnati, Ohio

THE SUBJECT "Making Your National Advertising Effective by a House Magazine to Customers and Prospects," should be of especial interest to direct by mail advertisers, especially those who are publishing a house organ, or house magazine, as I prefer to call it, and who are likewise conducting a national advertising campaign.

Such a magazine may be made especially effective where the national campaign is one which is endeavoring to sell a product or a service to the public, which is distributed or supplied by the direct customers of your company. There are a great many national advertising campaigns which lend themselves admirably to making use of a house magazine in this manner.

As the point I am endeavoring to make can best be illustrated by a concrete example, and as the company with which I am associated has gone deeply into the subject of selling their national campaign to the customers and prospects, possibly I may be pardoned if I tell you of how we are endeavoring to accomplish this and the results we are securing from our efforts. That I may make this clear to you, it is necessary that a brief explanation of our national advertising campaign and its objects be given.

ENTERING THE FIELD

Not so many years ago the majority of the business handled by the central steam laundry consisted of shirts and collars, and the handling of flat work, which consisted of bed and table linen and similar pieces. The existing laundries handled a very satisfactory business and at the time were thoroughly satisfied with their business outlook. Gradually, however, by reason of an increased number of laundry plants and the consequent necessity of finding new fields, the laundry owners got into the handling of what has been termed for years rough dry or semi-finished work, but up until a few years ago the volume of this class of work which was handled represented an extremely small percentage of the total possible family washing in the country. In fact, they had only scratched the surface.

Today there are over seven thousand laundry plants in operation in the United States. Not so many years ago these laundry-owners began to realize that if their business was to move forward, something must be done to open up new fields of endeavor which would bring in greater quantities of profitable laundry work.

The shortage of household labor during and after the war period offered an opportunity for the laundry to enter the field of handling the entire family washing. But the problem of how to accomplish this confronted them.

Fully cognizant of the situation, the executives of The American Laundry Machinery Company decided that here was a golden opportunity for them to show their appreciation of the patronage of the laundry industry which had made possible the success of the company.

After considerable exhaustive investigation, which led us not only into the laundries of the country but to the housewife, in an endeavor to ascertain what housewives really wanted in the shape of laundry service, it was decided to inaugurate a national advertising campaign in the interest of laundry owners, with the aim of bringing about a closer understanding between the public at large and the laundry industry.

The campaign which was inaugurated was primarily an educational one. Undoubtedly you have observed the appearance of these full-page advertisements in the *Saturday Evening Post* and the *Good Housekeeping*, and are more or less familiar with the campaign. The campaign from its inception has been an unselfish one and no mention has ever been made in it of the products of our company.

THREE-CORNERED ADVERTISING

From the nature of the campaign I have referred to it frequently as three-cornered advertising, and briefly explained, The American Laundry Machinery Company is endeavoring to sell the laundry industry to its customers—the public—and convince them that it is to their advantage to patronize the power laundry. Here you have the entire object of the campaign fully before you.

But after the campaign was decided upon and the date of its inauguration set, our biggest problem still confronted us. How were we to sell this campaign to the laundry owners themselves, who stand with our company in the same position as the dealer or distributor does with other companies. For while the laundry owner does not distribute laundry machinery, he does distribute to the public the product it produces.

In this campaign we have gradually told the public what they can reasonably expect in the way of service from the power laundry. How were we to convince the laundry owner that this campaign was wholly unselfish and in his interest and to secure 100 per cent co-operation to make it a nation-wide success?

We had since 1913 been publishing a monthly house magazine in the interest of the laundry industry and after due deliberation it was decided to devote as much space as was necessary in this publication to backing up our national advertising.

Realizing that the laundry owner would not be satisfied to sit back and let The American Laundry Machinery Company bear all of the expense of this national movement, a newspaper advertising campaign was projected in which we undertook to furnish once a month a broadside of high-class newspaper advertisements, prepared by our company and obtainable by the laundry owner from us in electrotype and matrix form, that he might back up the national campaign by a parallel newspaper advertising campaign in his own city.

In June, 1919, the month the campaign was inaugurated, the entire issue of this house magazine, which is called "The American Outlook," was devoted to the campaign. The preliminary investigation of the field for expansion along the lines mentioned, the possibilities of the market, the manner in which we intended to conduct this campaign, a complete de-

(*Continued on page 32*)

*Portion of a talk before the Direct Mail Advertising Convention at Detroit.

The Farm Journal

The Big National Farm Paper



This is just as pat to its occasion

as is every issue of The Farm Journal to the month's needs of its readers. Like this cover, The Farm Journal is timely. It has a touch of good humor. It is as quick to the mind as it is attractive to the eye. It tells a big story in short space. And, being all this, you will readily understand why The Farm Journal has ¼ of a million more paid-ahead circulation than any other farm paper.

Gaining Time on Your Business Schedule

A Suggestion for Adding "Selling Hours" to Your Domestic and Foreign Marketing Activities

By P. J. TIERNEY

IT IS 2,954 miles by sea to Brest, 5,868 miles to Buenos Aires, 10,028 miles to Melbourne, 10,093 miles to Yokohama, 10,693 miles to Singapore, 10,855 miles to Shanghai and the reports from the Government's commercial agents and consuls which our Department of Commerce distributes tell us that there is much business awaiting you and me in these distant cities. Many of us would like to extend our business territory so as to include them, but they seem so far away that often the desire passes as soon as it is born.

Really, however, these cities, from ten days to six weeks distant by mail, are as close to us as the American cities wherein we have our being and daily purchase our raw materials or barter our manufactured goods. Our bids, offers and acceptances can be cabled to some of them in a few minutes, the furthermost within a day. Our modern methods having established our right to participate in the trade of the distant city, therefore let it be known that electricity is the fulcrum and the lever that will move the world's business to our side of the fence.

Time makes a mailed transaction tedious and unprofitable (trade conditions may change before the letter is delivered). Thousands of modern American business men have adopted the plan of telegraphing or cabling their important business communications and I could point out more than one head of a house in New York who insists that all carbon copies of the firm's letters of the day be laid on his table the next morning and when he finds a bid, an offer, an acceptance or other kindred important business matter went out by mail, he forwards it to the head of the department involved, blue-penciled with "Why wasn't this telegraphed?" In this way he cuts out the wasted time in each unit of his business so that he has more time for additional units.

Time that is flying is so important that its value is difficult to realize. Napoleon won a glorious campaign, declaring: "These Austrians don't understand the value of fifteen minutes" and a little later on faded out of the history-making picture because one of his own staff honestly or traitorously forgot the merciless handicap under which all human endeavor labors—the handicap of time.

What is "time"? It is impossible to form a mental picture of it. It is too elusive for concrete conception. It baffles definition. The dictionaries make a sorry job of trying to tell us what it is. And small wonder.

How many have made a budget of their years? How many have set up a mark or a series of marks fixing the time by which certain definite developments in business or personal affairs must be accomplished? In default of so precise a scheme, how many are in the habit of analyzing and dissecting their business methods from time to time to see whether they are running on a schedule fast enough to get them where they want to land before they are shunted on the eternal sidetrack of commerce?

Let us, by way of a foundation, bring ourselves to a sober realization of the tremendous importance of the time factor in our business lives and, then, these considerations bring us face to face with the practical question as to how time that is being wasted may be regained and set to work.

I recently happened to see an article in which the writer said: "You cannot manufacture time; you cannot create days." Quite true, if he meant that you cannot cause the sun to rise and set more often than it does, or that you cannot manufacture additional calendar months or years; but you can create days, months and years; you can manufacture time in the sense that time is measured not by the calendar but by the sum of its useful and profitable employment and I now want to show you, in what I shall try to make a very practical and matter-of-fact way, how it can be done.

When you go on a business trip you plan to call on a given number of customers. The more quickly you can get through with each individual customer the more time you will have to see others that may not have been on your original schedule, or the earlier you may return home to devote yourselves to other business. So in your entire business life the more quickly you can dispose of each one of your business transactions the sooner you can pass on the next one and consequently the more transactions you can undertake.

BUILDING TIME UNITS

The sum of your business activity is made up of the units represented by your individual business transactions. To swell it you must have more units. To have more units each separate unit must step livelier to get out of the way of those that are to follow. The unit can be made to move faster only in one way and that is by reducing the time consumed in completing it.

The whole problem, therefore, is to take the waste time out of the unit

"Killing" Time

POSSIBLY the writer of this article is several cable-lengths ahead of the average manufacturer desiring to broaden his selling range, by virtue of his intimate connection with modern methods of communication. Possibly, also, he overlooks, in confining himself to the desirability of using the telegraph and cable for creating business time units, the fact that thousands of national merchandisers for years have been using the telephone with a highly satisfactory return in time units saved.

Nevertheless, he points out in a convincing fashion, a potential gain at least for would-be foreign traders who have previously established relations in distant lands, in suggesting the use of cables instead of or supplementing letters.

Perhaps more frequent use of the cables would cause Americans to consider more seriously certain phases of the cable situation.

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of business activity. Let us see how this may be done. I can perhaps best illustrate by an example, the underlying principle of which can be applied to everyone's business, even though the specific factors assumed may not be the same in every case.

A study of the business of a considerable number of representative mercantile and industrial concerns, not engaged in a speculative business or dealing in perishable goods, demonstrated that the average firm has an average of two transactions per week with each of its customers or correspondents. Let us take that figure, therefore, for the purpose of illustration; it may be more or less in your particular business, but it holds good as an average. As the second factor of the example, we will take the fact that from the time a domestic letter is written until it reaches the addressee a minimum average time of twenty-four hours elapses. A foreign letter consumes from ten days to six weeks. This means that while that letter is on its way the transaction to which it relates may be at a standstill and its ultimate consummation retarded by that amount of dead time.

Now, how can that wasted time be taken out of this unit of business activity? Obviously by eliminating the time unnecessarily wasted in the transit of the communication. Suppose that in each of the important transactions with one individual customer such as bids, offers or acceptances, the firm used the telegraph or cable instead of the mail. In the course of a year, say fifty business weeks, having two such transactions per week, it would cut out a minimum of 100 days of lost time in its dealings with that domestic customer with a proportionate saving of time with the foreign customer. If now we go a step further and assume that the firm did the same thing in its transactions with all the customers constituting its entire business activity, the result would be the shortening of the aggregate time consumed in all its transactions during the year by a minimum of 100 days.

Of course, this does not mean that the firm will have done its year's business in 200 days and save 100 clear calendar days, but it does mean an actual gain of 100 days of opportunity to do additional business; it does mean that, as each unit of business is gotten out of the way more quickly, the firm will be free to turn to other and new enterprises. Neither do I wish to be understood as saying that because the aggregate time consumed has been compressed from 300 to 200 days the firm would actually make one-third more profit during the year. That depends entirely upon how it utilizes the opportunity for additional turnover it has gained for itself, but it is obvious that the added usable time thus created gives the concern the opportunity to accomplish proportionate results in profits.

You will say that is all very pretty, but it means a considerable expense in telegraphing and cabling as against the little outlay a letter represents. A scientific study of the elimination of wasted time from business units clearly shows that this proposition permits the direction of business ventures at a distant city at a remarkably low figure, so low that you would be willing to spend even a greater sum to achieve the reputation of being a "modern" business man, capable of handling a tremendous volume of business simply because you had learned how to eliminate wasted time from each unit.

The alleged cheapness of letter writing is a mistake. When to the stenographic, typing, stationery, office boy and mailing cost, you add the value of the dictator's time, you will find each letter costs anywhere from 23 cents to 71 cents.

Of course, we cannot measure the value of things by their cost, and



A circulation is no larger than its value is to you.

Post's "Friday Literary Review" Guide to Chicago's Book Lovers

In these days, when the ordinary person's reading consists of a fleeting glance at a newspaper headline, buyers of books represent a comparatively small portion of the buying public.

It is in line with the Chicago Evening Post's claim of class circulation to state that for years The Post has published each Friday a literary review of the previous week, telling the worth while news in the world of books.

Book lovers of Chicago have long accepted this review as their guide in the selection of worthy books, and all concede it to be the most interesting, entertaining and authentic literary review published by any newspaper.

The publishers' attitude toward The Post's "Friday Literary Review" may be best evidenced by the fact that during the first nine months of 1920 The Post gained a total of 103,816 lines of publishers' advertising over a similar period of 1919, and that for the month of September The Post carried more publishers' advertising than any other Chicago newspaper.

The Chicago Evening Post

Chicago's Class Newspaper

Eastern Representative—
Kelly-Smith Co., Marbridge Bldg., New York

Western Representative—
John Glass, People Gas Bldg., Chicago

ONE OF THE SHAFFER GROUP OF NEWSPAPERS

Export Trade Can Help An

WRITERS and speakers have repeatedly urged the great and growing need of export trade on the part of American industries.

With normal domestic consumption below our greatly expanded facilities for production, foreign trade is vital to our continued prosperity and progress. Fluctuations of demand in the home market today emphasize the special value of foreign trade as a compensating force tending to offset the disturbing influence of such fluctuations.

Foreign trade can help America NOW—and American producers and sellers can best serve the national welfare and their own interests by equipping for successful trading in the foreign field.

Successful foreign trading is founded on an exact understanding of the market. In fact, this truth holds good in all trading—domestic as well as foreign. But in foreign commerce it is imperative.

It is, then, an immediate essential in the promotion of foreign trade to seek the aid of agencies through which information of dependable character, and in a form directly usable by *you* in relation to the market possibilities and conditions affecting *your* particular commodities, can be obtained.

The means of foreign sales promotion adopted should, moreover, be especially organized to present *your* special proposition in just the right way to just the right people.

INGENIERIA INTERNACIONAL provides this double service to the manufacturer and export manager seeking to market machinery and industrial equipment in Latin America and Spain. Its *Research Department* has exact information available to *you* in regard to a great variety of general and specific products of the above-mentioned character in these fields.

Fifteen thousand engineers and industrial executives look to each issue of INGENIERIA INTERNACIONAL for dependable and exact information on engineering progress and accomplishment, and for data on machinery and equipment, vouched for by this publication in its advertising pages.

Through its comprehensive knowledge of Latin-American and Spanish engineering and industrial conditions and needs, INGENIERIA INTERNACIONAL has earned the confidence of the Latin-American and Spanish engineering and industrial executive in the integrity and value of its service.

rica NOW



IN so doing, INGENIERIA INTERNACIONAL has created, ready to your hand, an instrument especially adapted to win for American machinery and industrial equipment and materials—YOUR products—the *buying confidence* and patronage of Latin America and Spain.

From January to August of this year, Verne Leroy Havens, editor of INGENIERIA INTERNACIONAL, traveled through South America, down the West Coast and up the East, establishing direct contact with the readers of the paper, studying conditions, at first hand, and assuring a continuous contact by establishing a staff of resident editors in all the Latin-American countries.

Basic thinking lies behind the building of INGENIERIA INTERNACIONAL. Never in the history of export publishing has a paper been built on such a foundation.

For more than seventeen years Mr. Havens was engaged in engineering, financial, commercial and industrial investigation, construction work and in building and operating public utilities in Latin America. With a thorough understanding of economic and industrial conditions in Latin America and Spain, and a comprehensive knowledge of American engineering method and practice, he and his associates are ideally fitted to direct the policies of INGENIERIA INTERNACIONAL.

The counsel and advice of the paper are always at the service of American manufacturers. The letters and diary of Mr. Havens' trip will shortly be issued in book form. While the edition will be limited, interested manufacturers may obtain a copy by writing to our New York office.



Ingeniería Internacional

One of the 11 McGraw-Hill Publications

McGRAW-HILL CO., INC. TENTH AVENUE AT 36th ST., NEW YORK

London Chicago Cleveland Washington Buenos Aires Philadelphia San Francisco



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer?

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

even if there were a very substantial difference between the cost of the letter and the electrical message, it would only be an infinitesimal fraction of what the additional useful time that you can create for yourself is worth.

After all, I have tried to confine myself to the single helpful suggestion for the saving of time which I have felt justified in offering because I know that there is not a business man in the country who is not ambitious to accomplish the greatest measure of success he can make possible for himself, and because it is my good fortune to have been in a position to observe what the quicker methods have accomplished for those who have been wise enough to make a large use of it as a substitute for the mails, not in emergencies only, but in the orderly, day-by-day transaction of business.

Personality as a Factor in Direct Mail

Every Letter Is a "Dead Letter" Unless the Writer Vitalizes It With the Spark of Personality

By HARRY C. SPILLMAN
Educational Director, Remington Typewriter Co.*

THE APOSTLE PAUL was the original direct advertiser. In addition to being a wonderful tent-maker and a great preacher, he was one of the greatest correspondents the world has ever known. Sometimes we make the mistake of thinking that the original Correspondence School was started in Scranton, Pa., but it wasn't. It was started in Asia Minor by the Apostle Paul two thousand years ago. He had a dynamic follow-up system working on the Thessalonians, the Romans and the Corinthians, and his letters are full of pep and full of power. Those who are interested in censoring their correspondence and getting the hackneyed, stereotyped expressions out of it, can not do better than to review the letters of the Apostle Paul. You will never find him saying, "I beg to acknowledge receipt of your esteemed favor."

The direct sale is builded out of a living environment; that is to say, out of the direct contact of one personality with another. Every aspect of that sale is teeming with life. Not so when your customer is around the corner, in another city, or another state, when the elements of the sale are surrounded by inanimate environment. Your message is written upon dead paper, with dead ink, typed or printed on dead machinery. It is then laid out, its arms folded, and it is hermetically sealed in a white paper casket. In order that the obsequies may not be incomplete, the postmaster stamps upon the face of the message the trappings of the pall bearer. On it goes, if not actually to the Dead Letter Office in Washington, to one of its millions of wire and wicker branches operated within arm-shot of your customers. What is sadder than a dead letter, since it once had the prospect of a resurrection? Whether or not the dead may come to life depends upon whether the words of the message have in them the elixir of life. Mirabeau said that words are living things, and so they may be, and when they are they will spring out of the paper casket and leap and sing and smile into the face and ear of the reader. Whoever performs this operation is greater than a great physician; he is indeed a skilled verbal surgeon who prunes away the excrescence of the message and leaves it clean and vital.

THE "FRIENDLY" ATMOSPHERE IS ESSENTIAL

We are all afflicted with newspaperitis. Too many conversations begin and end with the line, "I see by the newspaper." You should "see by the newspaper" for news; by Macaulay for clearness; by Scott for action; by Bacon for conciseness; by Franklin for common sense; by Emerson for wisdom; and for all of these in one you should see a great deal by the large book on the center table that's seldom dusted or read except by our mothers. The Old Testament in particular is a prolific source of dynamic language. And sometimes there is more than one phase of profit in reading it. Recently a Bible student who was also interested in oil production, was reading in the Old Testament and he came to a passage referring to pitch in Asia Minor, and it occurred to him that if there was pitch in Asia Minor in Belshazzah's time there must have been some oil, and since it has never been discovered or taken out, it must yet be waiting for the drill. Accordingly he went over to Asia Minor; some wells were sunk and a valuable field of oil developed.

Finally there is the friendly atmosphere. Man is a group animal, and he never succeeds in a large way until he has learned the art of multiplying himself in others, which in mass psychology means getting folks to think as he thinks, and to act as it would please him to have them act. Salesmen may, therefore, have that degree of faith that the old woman exercised when she prayed for the hill to be removed between her and the spring; he may have the confidence of a Napoleon; he may possess the verbal equipment of a Roosevelt, and yet his confidence becomes egotism, and his words as sounding brass if he has not that supreme personality knack of making friends by being one himself. Somehow and in some degree you must make a friend to make a sale. The art of being agreeable is one that is susceptible to a very high degree of cultivation. The Prince of Wales is a case in point. His recent visit to our shores was considered the most successful that has ever been made by the royalty of Europe. Why was the Prince of Wales so cordially received? What contributed to the spontaneous character of the reception he received in the American Republic? Was he popular because he was a prince? No; in spite of it. A prince is the son of a king, and kings are not popular in a democracy. The Prince of Wales, more than any other representative of the royal families, had the priceless knack of making people like him. The Prince of Wales would have been a whale of a salesman.

* An excerpt from Mr. Spillman's address before the annual banquet of the Direct Mail Advertising Association at Detroit, October 28.

These Qualities Make Sales Letters Great

Foremost Among Them Are the Stamp of Strong Personal Conviction and the Appeal to Self-Interest

By PROFESSOR EDWARD HALL GARDNER
University of Wisconsin*

IN THE course of every year I go through several thousand sales letters. Some of them I procure from manufacturers and direct mail specialists; some of them are sent me by friends, and some of them I write myself for clients.

In most of the letters that come under my observation, I am impressed by the lack of strength, the strength which proceeds from deep-seated personal conviction. I should say this quality of strength is best expressed in a clear statement of basic fact, made early in the letter, a statement of fact from which consequences are drawn with remorseless logic.

Recently I went over a series of letters which were to serve as the background of a direct mail campaign. Each one of them, as I passed it in review, faded from my sight like a colorless nonentity. There was not a single memorable challenging statement in the series.

WHAT THE PRESIDENT WOULD SAY

Let us suppose that you have a big prospect to sell. He has been seen by a salesman; he has been influenced by pieces of direct mail matter; he has been presented with a handsome brochure.

At length he is brought into the office. He is pleasant but unconvinced. As a final resort he is given the opportunity of a few words with the president.

What will these few words be? What statement will proceed from the man who sits at the center of the entire business, whose grip is on the whole situation? His personality is thrown into the scale, and in the quiet, brief conference he says the thing that lies at the heart of the whole situation.

The letter is the rifle shot. It must go straight to the mark. Messes of pretty words, generalities without precise application, are bad enough in a display advertisement, but they are a tinkling of cymbals indeed when found in a letter as substitutes for earnest man-to-man conversation.

I believe the qualities which can make a letter do things that can be done by no other piece of direct advertising matter, are strength, confidential quality, and personal interest in the other man. These things make a letter effective.

Where, in a campaign, can letters be used?

A letter can be used as a pleasant invitation to read printed matter. It should contain a memorable statement closely tied up with something to be found at a specific place in the printed matter, on page 7, for instance, of a booklet. If it merely says "Here is the message—read it" it loses the opportunity of throwing the weight of personality upon the scale, of summarizing the most important portion of that message in the language which one man would use to another in personal conversation.

The letter gets attention when printed matter is not being read. In the follow-up, it is the equivalent of the personal visit of the salesman which cannot be ignored.

Above all, the letter gets action. This relates not only to the final action of actual purchase, but to the subsidiary actions scattered throughout the campaign, the small steps by which the prospect's mind is stirred up and kept from becoming lethargic.

APPEAL TO SELF-INTEREST

Every letter should give the reader something to do and something which he can do without too much effort, just as you in conversation with a sluggish-minded or inattentive man would suggest to him some small action that would involve a change of position at least, so as to arouse him to attention.

The strongest nerve in the sales anatomy is the nerve of self-interest. The best way in which the letter can appeal to self-interest and at the same time arouse confidence and secure action, is by stirring the prospect to a renewed belief in his own personal ability. Let your letter say to its reader "You *can!* You *can!*" At some point in your campaign, bring your suggestion of action to this peak. Call on the force that lies dormant in every man. Out of the depth of your personal conviction in the merit of your merchandise or the value of your service speak in tones of certain confidence, and throw the weight of your personality into the scale, in summoning the customer to action in his own best interest.

The greatest letters of history, the letters of Lincoln, for example, that you ought to read, show this unswerving trust in the capacity of other men. This is the noblest expression of personality; it represents the highest quality which the letter can attain.

Competition and paper shortage and other powerful incentives today are forcing the brains of business to subject methods of advertising and sale to the severest scrutiny and analysis. The methods of direct mail advertising which you employ today will be obsolete and outworn in three years. Progress becomes more rapid and more relentless with every passing twelvemonth. The huge and sumptuous fabric of our present advertising,

"The cloud-capped towers, the gorgeous palaces,
The solemn temples,"

created by the advertiser in our superb magazine and newspaper and direct mail presentations, shall dissolve, like an insubstantial pageant.

Methods change, but principles endure. The principles of salesmanship are founded upon the qualities of personality. Those qualities which have given strength and force to personality since the beginning of the race of man will not change, though our development and application of them will assume many forms.

It is part of the letter in the direct mail campaign to take the role of personality. I have tried to suggest virtues which are proper to that role.

* Part of Prof. Gardner's address before the Direct Mail Advertising Convention at Detroit.

Rueschaw Returns to Reo

R. C. Rueschaw has resumed his former position as sales manager for the Reo Motor Car Company, Lansing, Mich. Mr. Rueschaw left the company in 1917 after twelve years as sales manager to become general manager and vice-president of the Mitchell Motor Car Company.

Direct Mail Advertisers Elect Meadon—Next Convention at Louisville

Five hundred and thirty-five advertising men, from twenty-one states and Canada, made the third annual convention of the Direct Mail Advertising Association convention, in Detroit last week, a tremendous success.

Three days chock full of informative lectures and informative "swap-fests" of ideas, together with social events which were record setting for their enthusiasm, sent the delegates away Saturday convinced that they had benefited by the opportunity for the exchange of ideas.

Joseph M. Meadon, of Detroit, head of the Franklin Press, was elected president, to succeed Alexander M. Candee, advertising manager of the National Enameling & Stamping Company, Milwaukee, Wis.

Other officers elected were: Vice-president, F. W. Hunt, Masey-Harris Co., Toronto; secretary, Louis Balsam, director of correspondence, Lewis Manufacturing Company, Walpole, Mass.; treasurer, Frank L. Pierce, Remington Typewriter Company, New York; directors, Robert E. Ramsay, American Writing Paper Company, Holyoke, Mass; Robert C. Fay, Robert Smith Company, Lansing, Mich.; Joseph M. Meadon, F. W. Hunt and Louis Balsam. Homer J. Buckley, Buckley, Dement & Company, Chicago; William A. Hersey, Robert H. Ingersoll & Bro., New York; Frank L. Pierce, Remington Typewriter Company, New York, and Charles Henry Mackintosh, La Salle Extension University, Chicago, fill unexpired terms on the Board.

Louisville, Ky., was chosen for the 1921 convention.

The La Salle letter trophy, a work in bronze, done by a pupil of Rodin, and offered to the member whose business letters showed the best form, style and results, was awarded to R. H. Orthoefer, of the Jeffrey Manufacturing Company, Columbus, O. The winning letter resulted in $75,000 in business.

Prizes were also voted Vernon E. Vining and H. J. Ditterick, of Detroit; C. P. Ufford, Akron, O.; W. C. Kerr, Chicago, and H. H. Squires, Sandusky, O., for ideas worked out by themselves and regarded as helpful to the membership as a whole.

A banner for the largest delegation pro rata at the convention went to Charlotte, Mich.

The booths and exhibits were among the most complete ever gathered together in an advertising affair of its kind. Displayed in attractive booths were specimens of every kind of direct advertising, ranging from the modest envelope enclosure to beautifully printed books bound in leather and printed in gold. The wide range of printing effects and papers proved a valuable aid to those advertising managers seeking suggestions for improving their direct publicity.

The Advertisers' Bureau of Detroit had an impressive exhibit of illustrating, designs and retouching. Other advertising concerns with noteworthy displays were the Campbell Ewald Company, advertising agents of Detroit; Meinzinger Art Studio, Detroit; American Writing Paper Company of Holyoke, Mass., and Mergenthaler Linotype Company, New York.

The Michigan Inter-City Advertising Association which held its convention co-jointly with the Direct Mail advertisers was addressed at a special session on Tuesday by A. M. Candee, Robert C. Fay, C. H. Morath, secretary of the association; Lynn B. Dudley, president of the Detroit Adcraft Club and advertising manager of the Federal Truck Company, Detroit; J. W. Sweet, president of the Adrian Advertising Club; James H. Buswell, Kalamazoo, president of the Michigan Inter-City Advertising Association, and David A. Brown, of Detroit.

Lettershops and List Houses Organize

Meeting in connection with the convention of the Direct Mail Advertising Association, representatives of lettershops and list companies from all parts of the United States and Canada, on Friday of last week organized the Mail Advertising Association of North America.

The object of the association is to promote the general welfare of mail advertising service by encouraging the organization of local associations; by compiling and distributing data on sales, manufactures, accounting and other problems, so as to standardize the industry to the end that better service may be rendered by the buyers of mail advertising.

The officers of the new association are: President, Gordon E. Small, Cincinnati; vice-president, Joseph H. Robinson, president of the Atlas Letter Service, Chicago; secretary-treasurer, Elmer J. Roeper, of the Tanki Service Bureau, Inc., Pittsburg.

That Final 40%!

The newspaper which is read by 60% of a city's population is not unusual. And the advertising opportunity it presents is not unusual. Other mediums must be used to reach the untouched 40%. This results in overlapping circulation and excessive advertising charges for the number of persons actually addressed.

Kansas City and The Star represent a unique advertising situation—a buying community of nearly half a million people—a publication that gives advertisers literally 100% efficiency. The Kansas City Star has more subscribers, served by carrier, in Greater Kansas City than there are families.

"That final 40%" is what expresses the thoroughness and economy of advertising in The Kansas City Star.

THE KANSAS CITY STAR

Average Net Paid Circulation during October:

Morning	Evening	Sunday
212,275	216,230	217,196

Chicago Office,
1418 Century Bldg.

New York Office,
2 Rector St.

What the Advertising Means to the Worker

As Told to the Employes of the Vanity Fair Silk Mills by Paul Meyer, Editor of "Theatre Magazine"

THIS is an attempt to tell you, in a brief way, something of the vital influence of advertising in the everyday affairs of our lives.

Many, if not all, of you are wearing an advertised article of some sort—advertised shoes, garters, underwear. Walkover shoes, Boston garters, B. V. D.s, and Vanity Fair, if you please—and in your homes you use Ivory Soap, Quaker Oats, Uneeda Biscuits, and what not. Now how did you come to know about and ask for these everyday necessities? Advertising brought them to your attention. In magazines and newspapers—on cars and trains—on billboards, you are told to ask for Uneeda Biscuit. The merits of Ivory Soap are extolled, and when you want to buy soap you ask for "Ivory" without giving it any thought. You do it unconsciously, thanks to advertising. When you want to buy soda crackers—do you ask for them by that name? No, you ask for Uneeda Biscuits!

Some years ago the Vanity Fair Silk Mills started to advertise in a very modest way—and right here I want to tell you how a company must speculate with its money when putting a new article before the public. Many of us think of a company as a big capitalistic organization, with but one aim,—to make more money. And that is true, in one sense; but before money can be made, has it occurred to you that the company must first risk its capital, and that, if, as it frequently happens, a new article does not find favor with the public, the investment is a complete loss?

For example, when Vanity Fair Silk Mills put on the market an article of new design, it is done only after a great deal of investigation among the trade, and considerable expense and labor. Then when the company is ready to go ahead and manufacture the article, a market must be created—it must be brought so prominently before the public that they will ask for it.

But first they must have the good will of the buyers by putting out lines of merchandise that please their customers. Even then the dealers are timid about adding another line to an already overtaxed stock.

Right here is where advertising comes in. It makes the new product known to the people—it arouses their curiosity—they ask for it, and the dealers are impelled to stock up with it in order to supply their demands.

You are fortunate in being employed by a company that looks after your welfare—that gives you steady employment, in spite of the fact that at the present time, business conditions are bad. It is useless to delude ourselves—conditions are far from normal.

The buyers come in—look over the line—ask the prices and then place an order and a very small one at that, selecting only one or two styles out of a dozen.

The salesman has a very hard road to travel today, due to the fact that manufacturers are almost cutting each other's throats in order to unload their overstocked shelves, and you can readily see the predicament of the buyer whose orders from headquarters are not to buy because the public is not buying, but cutting down its expenditures instead. Therefore, when the buyer increases his stock at all, he does so in a very limited way. The most optimistic say "Wait until after election and things will change." I hope they will.

On all sides we hear complaints of the high cost of living. Manufacturers complain of the high cost of raw materials. You know these conditions as well as I do, because these conditions are put before you every morning and evening in the newspapers, which after all, are the logical mediums through which to bring before us what goes on in the world we live in.

Most of the buyers have blamed labor for present conditions and they have talked about the "vicious economic cycle" until the whole situation has seemed hopeless. Many firms, finding their shelves filled with merchandise, have met conditions by deciding to shut down and stop work. We have examples of this among the woolen mills of New England—also the shoe factories—and down the line. I understand that even in Reading some of the factories have shut down, and it is therefore an added pleasure to find the Vanity Fair Silk Mills running in the regular way.

But do you realize why you are working—do you realize why there is a constant demand for Vanity Fair Silk products? The answer is advertising.

When you see the advertising of Vanity Fair Silk Mills, for example, in the magazines and catalogs you cannot realize the expenditure of time, effort and labor that has made that advertising possible,—and the hours, even days, that are spent over one illustration, or a single advertisement, to make it just right.

But the company goes on spending money, hoping to get it back—for of course its executives want it to grow. But in growing there are more than financial returns to be considered. The officers of a corporation want to see larger and better factories—they want to engender mutual co-operation between employes and the com-

"Selling" the Employe

RECENTLY, a good many little silk mills around Reading, Pa., have closed their doors, hard hit by the slump in the textile trade.

The Vanity Fair Silk Mills at Reading have been running to capacity all along—because, says William B. Powell, sales promotion manager, "Vanity Fair" is a trademarked and nationally advertised product.

That the workers in the Vanity Fair Mills might come to appreciate the importance of this cause and the relation of the company's advertising to their welfare, Mr. Powell started an educational campaign to sell them on Vanity Fair advertising.

At first they thought he was trying to sell them Vanity Fair products through his advertising exhibits!

Then Paul Meyer, editor of *Theatre Magazine*, suggested that representatives of the mediums in which Vanity Fair advertising is appearing address the employes at the mills on the value of that advertising to them in terms of steady and profitable employment.

His suggestion was enthusiastically adopted and he was called upon to give the first talk.

It is published herewith verbatim because Advertising & Selling feels that other executives will find it a valuable model to follow in shaping the "sales argument" designed to sell the employe on the value of the advertising.

—The Editor.



© 1920 B & B

Remembrance Advertising

TRADE MARK



"The House of Quality"

"Thompson's simply won't let me forget that they handle Fleur De Lys Silk"

Ever-present—but never offending, Remembrance Advertising quietly drives home its message by pleasant reiteration.

The thoughtfully selected and carefully distributed specialty which it employs has a reason for being. It performs a very real service. So it is gratefully received, constantly used, and advertises pleasantly, day in and day out, the warm-hearted business concern whom it represents.

For twenty-four years Brown & Bigelow have produced worth-while Remembrance Advertising specialties. Very naturally they have gathered a rich experience of the things that succeed, and have achieved an adeptness in designing and manufacturing these distinctive specialties at fair and just prices.

The Aluminum Thimble here shown is but one notable article in a line that includes not only clever utilities in Metal, Cloth, Celluloid and Mission Leather, but Art Calendars, Monthly Mailing Cards and Engraved Greetings of rare quality as well.

An organization of highly trained representatives brings to their host of constantly increasing clients appreciated suggestions of the proper article to be used and the proper plan for using it.

"Remembrance Advertising," a helpful booklet relating actual incidents of the power of friendliness in business, sent free upon request.

Brown & Bigelow — Quality Park — Saint Paul — Minnesota

SAULT STE. MARIE, ONTARIO

pany itself—they want happiness and harmony to go hand in hand with labor.

Advertising is an adjunct to a company's selling forces. You can readily see that a salesman going to a firm to sell his goods, will find his road much easier and more profitable if he can show that his firm is spending money (in many cases lavishly) to introduce his line of merchandise.

Now what does successful advertising mean?

It means large sales, which in turn mean manufacture.

Manufacture means work, and work means your pay envelope on Saturday.

Therefore I ask you to bear in mind, not only the value of advertising as a means of bringing you the money that is necessary to your daily existence, but I want you to understand what your firm is doing to keep this plant running.

The conduct of a large business organization is not, as many think, a one-sided affair. I know many concerns that are now keeping their factories open at a loss, but there is such mutual good faith between employes and employers that these firms want to keep their forces together—even at a sacrifice—because they know that their faith in their employes will be returned to them a hundred fold by the honesty of their workers in giving them an honest hour's work for an honest dollar.

The sooner we all realize that it pays to be not only honest with ourselves, but honest with the firm that employs us—that in other words, it is a fifty-fifty proposition, the better it will be for American business.

Is there a slump in Advertising?

Not with the New York Evening Post.

The record of advertising carried by seven evening newspapers during October, 1920, as compared with October, 1919, follows.

Gains

Evening Post	gained	339	columns
Evening Mail	"	81	"

Losses

Telegram	lost	773	columns
Globe	"	721	"
Sun	"	381	"
Journal	"	204	"
World	"	113	"

Q. E. D.

The Business Manager.

Kobbe Makes Staff Addition

Peter Wilkinson, for a number of years with *Vanity Fair*, has joined the staff of Philip Kobbe Company, New York.

Mills Co. New Agency

J. B. Matienzo, J. H. and M. G. Mills have started the Mills Co. advertising agency capitalized at $10,000 at 2001 Grand Concourse, New York.

A $500,000 Advertising Firm

Capitalized at $500,000, the International Duert Advertising Co. has been incorporated in Wilmington, Del., by M. M. Lucy, V. L. Lacey and L. S. Dorsey.

Herbert M. Morris Agency Moves

Herbert M. Morris, Philadelphia advertising agency, has moved from 400 Chestnut street to the North American Building.

R. J. Chambers Joins Gunnison, Inc.

Robert J. Chambers, formerly with F. P. Moore & Co., has joined the executive staff of Stanley E. Gunnison, Inc., New York.

W. L. Brann Associated With Dorland Agency

W. L. Brann, vice-president of the National Cloak & Suit Company, in charge of advertising and sales, has become associated with the Dorland Agency, Inc., New York, in an advisory capacity.

Mr. Brann has been with the National Cloak & Suit Company for thirteen years, and will retain his connection with that company, continuing to serve them in connection with sales promotion work. Mr. Brann's office is at 516 Fifth avenue, New York.

Detroit "Abend Post" Publisher Dead

August Marxhousen, publisher of the Detroit *Abend Post*, died in that city on Election Day following an illness of three months. He was 65 years old. He succeeded his father, the late August Marxhausen, Sr., as publisher of the paper several years ago.

Harry Smith Dies

Harry Smith, Eastern advertising manager of the *American Motorist*, official organ of the American Automobile Association, died suddenly at his home in Brooklyn last Sunday. He was in his sixtieth year.

Little Rock Starts Advertising Club

Little Rock, Arkansas, has organized an advertising club affiliated with the Associated Advertising Clubs of the World. The officers are: president, S. M. Brooks, S. M. Brooks Advertising Agency; vice-president, Gilbert Blass, Jacob Blass Department Store; treasurer, V. C. Pettie, England National Bank; secretary, Miss Minnie Buzbee, advertising manager American Bank of Commerce and Trust Co.

Selling Uncle Sam's Three-Billion Surplus

How Advertising Is Performing this Gigantic Task Is Disclosed in the Report of J. Malcolm Muir to the Associated Business Papers

HOW advertising is being employed to solve the greatest liquidation problem that the world has ever seen—that of selling economically over three billion dollars' worth of surplus materials ranging from a package of hair pins, bought by the government for the use of transport and hospital nurses, to enormous gun boring lathes and whole cities, capable of housing half a hundred thousand people, is disclosed in a report of J. Malcolm Muir, chairman of the War Department Surplus Property Committee of the Associated Business Papers, Inc.

From advertising amounting to $517,110.56, War Department sales on September 10 had totaled $749,447,608.66, making the cost within one-half of one per cent. Sales of raw wool, which cost the department $438,000,000, have returned 92 per cent to date. On one lot of steel rails the return was 105 per cent. The return on tractors has also been 92 per cent, as has that on chemicals, acids and explosives. That on railway rolling stock, which cost $114,960,135.24, has been 87 per cent; on leather, 79 per cent; on textiles, exclusive of wool, 74 per cent, and on small arms and small arms ammunition, 71. The average recovery on all commodities was 63 per cent. The advertising consisted of 3,115¾ pages in business papers, costing $390,125.58, and 778,000 lines, approximately 390 pages, in newspapers amounting to $126,984.98. It promoted 162 different projects.

This successful sale was accomplished through the office of the Director of Sales with the assistance of less than 200 men, most of whom are regular army officers. The office of the Director of Sales, which is headed by E. C. Morse, is a planning board on surplus property disposal, superintending the operations of a number of army departments such as Quartermaster Division, Ordnance Department, Chemical Warfare Service, Aircraft Division, Medical and Hospital or Surgeon General's Division and others.

SIX MEN HANDLE ADVERTISING

When Mr. Morse adopted the Business Papers' plan for advertising a year ago he had no appropriation to supply the necessary Service Department and at his request this was supplied by various publishers. At present a permanent establishment consisting of six men, and the necessary stenographers and clerks, is maintained in Washington. These men report directly to C. M. Willoughby, Chief of the Sales Promotion Section, and are in fact "all time" employes of the Director of Sales. They function purely as Government employes.

"These men were required to meet many problems," Mr. Muir says in his report, "some common to any advertising service, others peculiar to the present task. In order to work intelligently and accurately, they are required to have a thorough technical knowledge of an enormous variety of commodities in many lines. For example, they must know whether a gun-boring lathe is a standard or special machine, and, if special, how and at what cost it may be converted to standard use. In order to aim the advertising in the right direction, the service men are required to have an accurate knowledge of *all* the markets for *each* of the commodities to be advertised. In addition to their knowledge of the construction of the commodity, they must know or ascertain its uses, how it is

(*Continued on page 39*)



HERBERT MOLONEY.

Herbert started with my organization when he was but a "cub," over ten years ago.

I was proud when he joined the Seventh Regiment and went to the Mexican Border to do his duty. I am even more proud of his long and active service with the American Expeditionary Forces, during which he was severely wounded.

Upon his discharge from the Army, after three years' service (sixteen months in the hospital), he rejoined my organization. I am extremely pleased to have him "back home" with us again.

Lane Block

The Toledo Blade

In Toledo there is one big influential newspaper that every advertiser knows is the leading advertising medium in its community. It is the TOLEDO BLADE, which carries more local advertising, more financial advertising, and more classified advertising than any other Toledo newspaper.

The October 1 Government report shows the TOLEDO BLADE has a circulation of 88,490. This is over 11,000 more than the nearest Toledo newspaper. No wonder many intelligent advertisers use the BLADE exclusively in Toledo.

Serial Adv. No. 20

Simplicity the Key to Spanish Market

Methods Here Explained Show It Pays to Study Foreign Peoples

By WALTER A. O'MEARA

LIKE the smoke of the cigarette Flores de Talavera perfumes awaken our most pleasant memories."

That's different—at least. It's from Spain.

Over every man who lives by his wits, I suppose, hovers the fear of growing stale. Training, experience, these count; but more important is a constant freshness of intellect, a mind wide open to the flitting idea. It's easy to push so deep into the trees as to lose sight of the woods; it's easy to become so engrossed in detail as to lose the broader vision. Familiarity breeds obtuseness—and only then contempt.

I was once sent to interview Secretary of Commerce Redfield on the Lakes-to-the-ocean-waterway. He was on his vacation and I found him on his launch reading an exceedingly cheap, red-cover novel—"The Crimson Mask" was its title, I think. He wasn't reading it because he particularly enjoyed sensational novels—he was breaking away from the trees. He was removing himself as far from the affairs of state as possible.

Study Foreign Advertisements

The advertising man will find it profitable as well as interesting to give the work of the foreign advertiser an occasional once-over.

If he can read the copy, so much the better. If he can't, he will at least be able to size up the illustrations, layout, and general character of the advertisement. And he will find plenty to interest him. He will receive a few wholesome jolts and, perhaps, will have more hearty laughs. The comparison will bring a good many ideas into focus—it may furnish valuable suggestions. At the worst it will emphasize a good many things to avoid.

Over in Spain, the wealthiest country to which America may hope to sell her wares, copy writers are daring and original enough to compare a perfume with the fragrance of a cigarette. Considering the quality of the Spanish cigarette and its place in the national life, the parallel is effective.

A study of the advertising of soaps, perfumes, and other toilet preparations in Spain is worth while for the reasons outlined above. Such commodities are, perhaps, the most widely advertised goods in certain of the Spanish magazines—excellent magazines, by the way, that compare with the best of our own. The full-page advertisements are often striking, not to say brilliant. In an American magazine they would stand out compellingly because of their utter novelty in a foreign medium. A fact that suggests possibilities.

The best of these national advertisements—there are plenty of poor ones—are to be remarked for their extreme simplicity, a large, mass-effect simplicity that attracts. The illustrations, done exquisitely in color or with considerable skill in black and white, are large and free from the distracting effect of intruding copy. They stand out boldly and clean upon the page.

The few lines of copy are usually at the foot of the page or directly under the illustration. The latter serves as the headline which the copy commonly lacks. The pictures are of chic and dainty women for the most part—which is nothing new in America. But in Spain these pictures have no function, aside from attracting attention other than to spell daintiness, refinement, and charm. They link the name of the product with these qualities indelibly through repeated association. And usually that is all they attempt to accomplish. It is intangible but effective.

Especially interesting is the use of the line drawing in the highest type of magazine advertisements of this class. They are more frequent than the color illustrations and equally as interesting. Forceful with the elemental contrast of black and white, they are, nevertheless, graceful and refined. They are accompanied by a minimum amount of type and are surrounded, usually without a border, by generous white space. The effect is one of a boundless amount of white space surrounding the sharply defined drawing; the advertisement is in effect not bounded by the page limits but is indefinite in size. One of these advertisements slipped into an American magazine fairly jumps at the reader—which again might be food for reflection.

Selling to the Senses

The copy is equally simple. Your Spanish copy writer tells his story briefly. He may do it effectively or he may not, but he never does it at length.

His work is characterized in this type of advertisement by a frank recognition that women prize beauty primarily because it attracts men. He pictures delightful fragrance, purity, "admirable lather"; he goes further and sells youth, beauty, and a skin you love to touch, so to speak. But he goes beyond this also and sells "irresistible youth," "seduction eternal," and captivating charm." He candidly sells an enchantment of the sex appeal. And he does this with a certain extravagance and grace peculiarly Spanish.

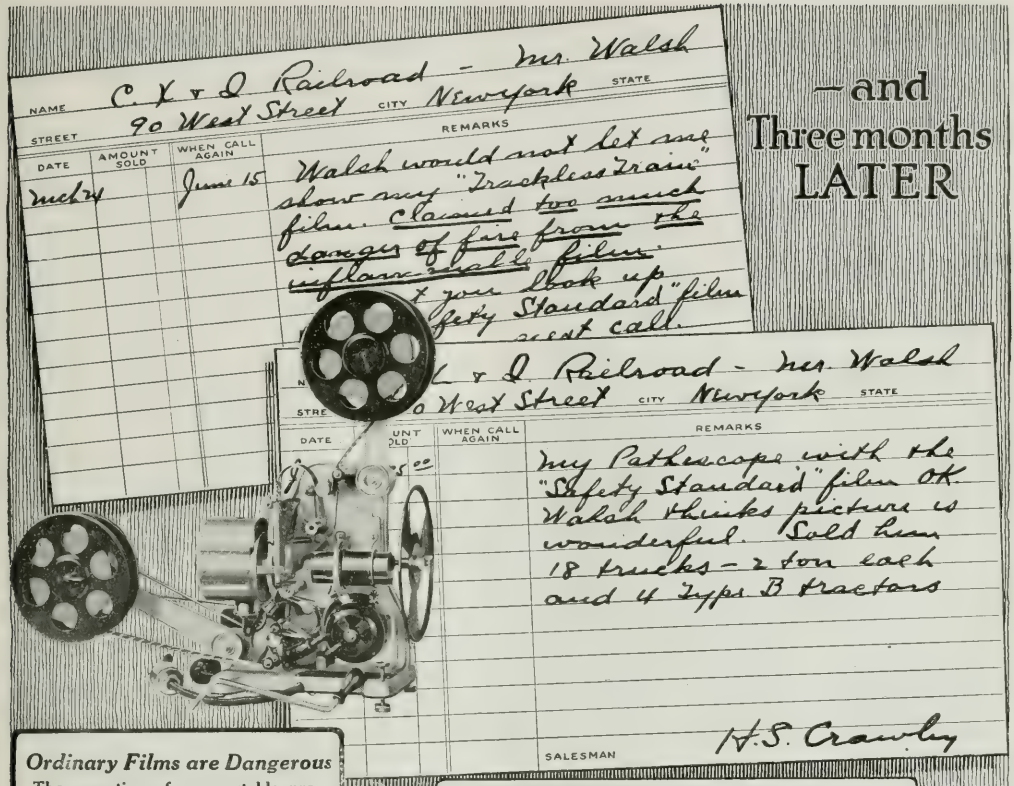
An exceedingly simple engraving of a young woman wrapped in white furs and the copy: "White and smooth as ermine you will have your skin if you use daily Heno de Pravia soap." Could you improve upon that for brevity?

Incidentally it may be remarked that the Spanish copy writer has a much prettier word in "jabon" than we have in "soap"; and he has the more euphonious "pastilla" instead of "cake." The Spanish of these advertisements has a certain natural grace that is largely inherent in the language.

It may also be worth noting parenthetically that in Spain toilet preparations are given easily pronounceable names; women are given no cause to hesitate and finally ask for something they desire less but can name more easily. Spanish advertisers are not forced to emphasize the phonetic spelling of the name of their product.

Simplicity Helps Sales

"Flowers of the field—dreamed of beauty and refined elegance are obtained by the use of this select creation of the modern perfumer's art. Its purity and fineness, combined with its enrapturing and voluptuous



—and Three months LATER

Ordinary Films are Dangerous

The operation of any portable projector *using ordinary inflammable films* without a fire proof enclosing booth is prohibited by State, Municipal and Insurance restrictions and the violator is liable to severe penalties.

THE NEW PREMIER
Pathéscope
Flickerless "SAFETY STANDARD" Motion Picture Projector

Safe—Anywhere, Anytime

AN aggressive business concern prepared a wonderfully convincing motion-picture-story of its product. The salesmen were enthusiastic. It was sure to make big sales. Then came the discouraging report shown above—the buyers wouldn't see it; "too much danger of fire from the ordinary inflammable film," they said. A great loss, truly.

But think! What right has any concern to expect its salesmen to ask a buyer to violate his principles? The use of ordinary inflammable film without a fire-proof booth is a menace to safety. State, Municipal and Insurance restrictions forbid it. It may cause the loss of property that neither the salesman or his concern can replace. What a way to solicit business!

And so unnecessary! For you can have your films printed on "Safety Standard" and, using a New Premier Pathéscope, change your salesman's reports as the one above was changed. There are no restrictions against the use of the New Premier with "Safety Standard" film. It is safe. It removes all though of fire hazard from your prospect's mind. That is why such concerns as the following are using Pathéscopes and "Safety Standard" film; many of them adopting it after unfortunate and costly experience with ordinary inflammable film.

American Mutual Liability Insurance Co.
Baldwin Locomotive Works
Boston Woven Hose & Rubber Co.
Delco Company
Diamond Match Company
General Electric Company
International Correspondence Schools
National Cash Register Company
Otis Elevator Company

and an imposing list of the leading industrial concerns of the country that have found films a truly indispensable sales help.

A New Premier Pathéscope weighs only 23 pounds and can be carried in a small suit-case. It operates on any electric light current, or from a storage battery. It uses only "Safety Standard" film and every machine bears the Underwriters' label, "Enclosing Booth Not Required." Anyone can operate it, anywhere, anytime.



A demonstration will convince you

The Pathéscope Co. of America, Inc.

Willard B. Cook, President

Suite 1826, Aeolian Hall, New York City

Agencies in Principal Cities

fragrance, make it an indispensable secret of youthful charm."

"The luxurious and penetrating fragrance that is imparted to the skin by the admirable lather of Flowers of the Field soap remains in all its strength to the last of the cake."

"Love irresistible, eternal charm, fragrance and purity; all in a cake of exquisite jabon 'Flores del Campo.'"

"Napoleon was a connoisseur of good perfumes. How Floro de Talavera preparations would have pleased him!"

And so it's done in Spain. These brief paragraphs of copy seldom carry any headline other than the name of the product, the illustration, as has been remarked, often functioning in the headline's capacity. The headlines that are sometimes used are more or less effective —usually less. Examples are: "The perfume is the soul of the woman," "You will be young always," "Love."

The type in which the copy is set is often inappropriate, heavy gothic letters commonly accompanying lacy drawings. Poor taste is also frequently exhibited in choice of borders, heavy black borders being in favor.

Even a very superficial examination of any type of foreign advertisements, such as the national toilet preparation advertisements of Spain, will be found as profitable as it is interesting. Whether they be found good or poor matters little. In either case they will exhibit elements of novelty and difference which, while in themselves worth little, are valuable for the suggestions they offer. And most important, they will help to establish a new viewpoint and clear the mental vision.



Our Triple Responsibility

The three great purposes of the Bell telephone organization, the three united interests which the management must ever keep in the fore-front, are: service to the public, justice to the employees, security to stockholders.

Service to the public must be as continuous, dependable, and perfect in speech transmission, under all conditions and during all emergencies, as it is humanly possible for science and skill to produce.

Justice to employees requires their careful training for the work expected of them, agreeable and healthful working conditions, adequate pay, an opportunity for advancement, cordial relations between managing and other employees, and every facility for properly performing their duties.

Security to stockholders demands earnings to provide dividends with a margin for safety and the stability of market value which goes with a large number of shareholders with a small average ownership.

American Telephone and Telegraph Company
And Associated Companies
One Policy *One System* *Universal Service*
And all directed toward Better Service

Advertising the House Magazine

(*Continued from page* 16)

scription of the newspaper advertising campaign, and many other features in connection therewith were fully explained and illustrated. This issue, accompanied by the first broadside of newspaper advertisements, was sent to every laundry owner in the United States and to one thousand of the nation's representative newspapers, and since that time each issue of "The American Outlook" has been accompanied by a similar broadside of newspaper advertisements, a new one every month, containing ten or twelve newspaper plates.

To keep this campaign constantly before the laundry owners, a certain portion of "The American Outlook" is devoted each month to some phase of the campaign. The magazine goes out sufficiently in advance of the publication of the advertisement in the *Saturday Evening Post* so that we can reproduce the coming advertisement and give a brief description of it and of some of the things which led up to the publication of such an advertisement. Thus each laundry owner is fully acquainted with what is about to happen in the advertising campaign, knows when he may look for the appearance of the advertisement, understands why we are publishing it, and from the broadside of newspaper advertisements accompanying the "Outlook" can select newspaper plates which are a facsimile reproduction of the *Saturday Evening Post* advertisement and

have them appear in his local newspaper the same time.

Each month we endeavor to tell the laundry owner of the successful advertising effort of some other laundry owner or group of laundry owners in backing up the national campaign by local newspaper advertising.

But the most effective backing up of the national campaign in this house magazine did not start when the campaign was inaugurated. Almost since the sending out of the first number of this magazine back in October, 1913, its whole intent and purpose has been Service. Through i s pages we are constantly striving to see what we can do to help the laundry owner, not what we can do to further the sale of the products of The American Laundry Machinery Company, and in common with a number of other house organs, I believe that this sounded a new keynote in the editorial policy of house organs in general.

The magazine is 8½ x 11 inches in size, attractively printed on 100 pound enamel stock, bound in an artistic cover, and contains from sixteen to twenty pages in each issue.

At first we endeavored to have our salesmen gather such important information as might be considered desirable for articles, and then leave the writing of the articles to the editor, but salesmen are busy selling—selling is their one big idea and purpose. Consequently it was decided that to best serve the interests of the "Outlook" and its readers, it would be desirable for the editor himself to visit laundry plants all over the country and secure this information. Consequently, as I can spare time from the office, when I learn of something interesting that a laundry owner is doing, some new method he has installed, some progressive idea he has put into practice, a trip is made to the plant, the data secured, photographs taken, and as a result there is excellent material for an article secured.

The monthly house magazine, if it is gotten up in an attractive manner and reaches your customers and prospects regularly, offers a field for the building of good will for your company which cannot be equalled by any other form of direct publicity which you may send out; but I think it should not be an advertising medium in the sense that it boosts the sale of your product. Undoubtedly, as you are all consistent direct by mail advertisers, you are constantly sending out forceful direct by mail advertising which is accomplishing this purpose, and through the medium of direct by mail advertising, folders and circulars, your prospects are sold on your product.

Today as never before I believe that the one great object of every business house is to furnish the maximum of service to its customers that they may be sufficiently satisfied with the product to use it continually, and right here is where I believe is the biggest field for the house magazine. Let it be devoted exclusively to Service—Service to your customers.

I believe that the future is going to mark a decided change in the policy of many existing house magazines from that of direct advertising of the product to a policy of service to the company's customers, and that there will spring up in the house magazine field a large number of new publications whose entire editorial policy will be based on service.

It has been indeed a pleasure to me to attend this convention and to have had an opportunity of talking to you, and I sincerely hope that I may have left some interesting thoughts with you which may be helpful in the conducting of your house magazine.

Honesty in the advertising rate is as essential as honesty in the circulation records.

The "A. B. C." should audit the rates of a newspaper as well as its circulation claims.

The Standard Union would welcome such an audit for Brooklyn.

R. J. R. Shulsman

New Six Point League Directory Out

The seventh annual edition of the Six Point League Directory of Newspaper Advertisers and General Advertising Agents, east of Buffalo and Pittsburgh, inclusive, has been compiled and is now on sale for one dollar a copy at the League's office, 334 Fifth avenue, New York.

Teaching the Dealer a Real Selling Plan

The MultiKopy Method Assists Merchants to Build Permanent Demand on a Service Basis

By ROBERT VINCENT

WHEN the F. S. Webster Company's traveling salesman calls upon a dealer now he doesn't talk primarily about the high quality of MultiKopy carbon papers, for he has a bigger and more important message, a Selling Plan, by which the dealer is assisted in building a bigger carbon paper business. He comes with a note of appeal somewhat different from that of the average carbon paper salesman, a different method of working. As a result he succeeds in getting a stronger and more intense degree of attention and respect for the MultiKopy line.

The complaint is often heard that the dealer fails to co-operate with the manufacturer in pushing his merchandise. The Webster Company reverses the usual process and instead of asking for the dealer's co-operation the salesmen go to him with an offer of definite help from them—a form of co-operation that is really of selling assistance and this is their selling appeal.

AN OLD METHOD STRENGTHENED

The idea of giving the dealer merchandising assistance and selling him on the basis of profits rather than strictly on the appeal of the merchandise is not a new one, but most generally it has been used in connection with exclusive agency propositions. "It is, however," says Charles P. Garvin, sales manager of the company, at Boston, "something new in the field of carbon papers and typewriter ribbons. So far as I know, we are the first in our line to undertake work of this sort, and the results are interesting.

"The average stationery dealer regards his carbon paper business as a mere side line. It rarely receives his active attention. Frequently he is unacquainted with the merits of the different lines he handles. Carbon paper to him has been just carbon paper. Users buy it the same way.

"We have found there are many possibilities the retailer does not now utilize; and the purpose of our selling plan is to teach the dealer what these possibilities are and how to take advantage of them.

"To sum it up in a word, our plan might be described as one of *active* merchandising co-operation.

"The work of our traveling salesmen is so arranged that they spend considerable time working with each dealer, if the assistance is necessary. The salesman sees that the clerks, as well as the merchants, are thoroughly instructed in the differences between the various grades of paper, the uses to which each is adapted and the selling arguments. Most of all, he impresses upon them the idea of selling carbon paper on a service basis. He may go behind the counter and spend a day or two in working with the clerks, that they may learn from actual observation of the salesman at work. Then he will go with the outside salesman and spend a day or two with him calling upon office prospects, teaching him how to sell the line either by doing the talking himself while the stationer's representative listens, or reversing the process and then making suggestions when the latter has finished.

SELLING MULTIKOPY SERVICE

"I mentioned selling on a service basis. An illustration or two will make clear what I mean. One large concern was using immense quantities of carbon in its billing department. They used flat-bed machines, the bed being made of slate and the type stroke coming from overhead. The bill-head was of lightweight paper and one carbon copy was made. The combination of slate bed, overhead stroke and light paper subjected the carbon to hard wear. Our representative, calling there with the stationer's salesman, offered to study this situation and see if he could save them money. He prescribed a certain grade of our MultiKopy carbon paper and in addition suggested that a MultiKopy binder with a protecting sheet be used. This reduced the blow upon the carbon and resulted in doubling its life.

"In another case several copies of an order were being made at one time by a mail-order concern. Analysis revealed that it was necessary for only the original to show all the information, while on the other copies only parts of the order were needed. The traveling representative, therefore, designed a carbon binder in which the top sheet only was a full sheet and the others part sheets. These were sewed together and the forms inserted into the carbon book. Quite a saving resulted.

"Points such as these in addition to the specific merits of the MultiKopy brand are thus impressed upon the dealer and his representatives.

"If the stationer has no outside representative our salesman will himself call upon some of his larger prospects and endeavor to start business relations for the dealer. On these calls, if he does not succeed in securing an immediate order, he sends a report to the home office on a regular form, giving certain information, and then that prospect is followed up from headquarters.

"We send samples of carbon which the report indicates to be adapted to their use, with proper advertising matter. Record of the prospect is kept and when our salesman next visits the town he is checked to see that he follows up the call. In other words, this consumer work must be no mere perfunctory visit, but real

PROFITS

By PAUL YOUNT

Why is it that so many gents
Charge Advertising to Expense,
When Advertising foots their Bills
When Advertising fills their Tills
When Advertising is the Thing
That makes the Profit Coffers Ring?
It brings in Orders—paves the way
For Comfort when the Rainy Day
Hard Hits the Poor and Hapless Greek
Whose big old boat has sprung a leak,
Because he hasn't Advertised,
Because he hasn't realized
That Competition sometimes slips
Up from behind on sleepy ships
And rams their hulls before they know
Just why they're being treated so.
You bet the guy who's good and wise
Will go ahead and Advertise
When he is takin' in the Coin,
Then Advertising girds his loin
With one of those Aladdin Belts
That save a lot o' fellers' Pelts.

—*From "D. & W." Chats.*

selling effort that results in business for the dealer.

"Our national advertising works to the same end. We have consistently advertised MultiKopy for fifteen years. Most of our copy is directed to stenographers and secretaries and offers our Individual Advisory Service. They are invited to send us samples of their typewriting and carbon copies for analysis. We point out that different kinds of work require different carbon papers to secure good, clean copies. We offer to prescribe just the right grade of carbon. We ask them to give their dealer's name and then we report the inquiry to the dealer, tell what we have specified and suggest that he get busy."

The advertising of this individual advisory service is very cleverly worked out. "You don't play tennis in high heels," says one advertisement, "then why use carbon paper that has the wrong finish, weight and manifolding power for your kind of work?" Other copy along the same line have such captions as: "You don't wear your engagement ring on your right hand;" "You don't use a sailor's needle for fine embroidery." Another illustrates the factors which are specified as entering into the result on the carbon copy. Other advertising directed to the same end makes the appeal to the stenographer that better carbon copies will result in a better appreciation of her work.

Employers, too, read these advertisements, as shown by the number of inquiries received from them asking for specifications. So it is evident that the arguments to the stenographer convince the employer as well.

"Another feature of our selling plan," continued Mr. Garvin, "is similar to the Individual Advisory Service, except that it is for the dealer direct in matching samples and prescribing for special conditions, or offering advice on the solution of any technical problems.

"Then there is a line of dealer advertising helps, consisting of blotters, envelope stuffers, package enclosures, display material, and newspaper electros. When we get a request to send such material to the dealer we send along a letter in which we make some suggestions as to ways of using them profitably, based on what we have found to work successfully with other dealers. This is necessary because it is probably something new for the dealer to be attempting to advertise carbon paper. Incidentally we take particular care to point out the large space left for the dealer's name on the newspaper electros. We have found this point to appeal and to insure more ready use of them.

"The dealer who takes up this line goes on our mailing list for a special bulletin in which he is kept informed of interesting things in connection with the business. For example, if a new typewriter is put on the market or if some machine has changed the width of its ribbon, he would get the information promptly. The bulletin is, in effect, a trade paper dealing especially with carbon paper and ribbons and as such will keep the dealer up to the minute on all matters affecting the business.

"We inaugurated this plan in February. Up to that time our selling work had been of the usual kind. When we announced the new plan to our salesmen they were very well pleased. I may say that practically all of them took hold of it actively. We didn't have to sell the idea very hard to the sales force—it sold itself because they realized what a toehold on the business it would give them.

"There have been quite noticeable results. The man who was most enthusiastic about the idea and who worked it the hardest increased his sales 40 per cent the first month and has been holding to that level ever since. I have in mind three others whose sales have run uniformly for several years past—you could look back over their records and see a ten per cent increase each year — who took sudden jumps of 20 to 30 per cent. One dealer I have in mind was induced to put in a special department devoted to the sale of carbon paper and ribbons and to put an outside man exclusively to selling these items. He is making a tremendous success of it.

"These examples are not typical of all. They are the most conspicuous cases. We can feel the difference, however, all down the line.

"All the things we are doing with this plan are not new—some of them we have been doing in the past; but we have taken the service elements in our selling, added new ones, and coordinated them into one complete system of merchandising co-operation and have based our selling appeal upon it.

"As a consequence we have something new to go to our old dealers with that makes them think harder than ever about our line."

Crane With "Commercial Car Journal"

Gray S. Crane, lately with Critchfield & Co., Chicago, and formerly Western manager of *Scientific American*, is now covering the Middle Western territory for the *Commercial Car Journal*, a Chilton publication.

Sanger Returns from Advertising Survey of Orient

J. W. Sanger, trade commissioner, U. S. Bureau of Foreign and Domestic Commerce, Washington, has just returned from a year's survey of advertising conditions in Japan, the Philippines and China. His reports are soon to be published by the bureau.

Mr. Sanger, who has long been identified with advertising, particularly in agency work and in the Vigilance Committee movement of the Associated Advertising Clubs, was selected by the Bureau of Foreign and Domestic Commerce in 1917 to make a first-hand investigation of advertising in foreign countries with a view to determining in just what way advertising as a modern sales force could be utilized in holding and increasing American trade abroad. So widespread was the interest on the subject, but so vague was the half-information that surrounded it, that the Bureau with its usual practical outlook and with the encouragement of leading advertising and exporting interests, determined to have it carefully studied from the viewpoint of modern advertising practice, and invited Mr. Sanger to undertake the work.

He spent 1917 and 1918 in the West Indies and South America, and as a result of his three detailed reports issued by the Bureau and widely read and used by all those interested in export advertising, he was re-commissioned to make a similar survey of advertising in Japan, the Philippines and China, which he has now completed, and the reports on which it is hoped will be issued during the Winter.

Harold A. Holmes With National Clothiers

Harold A. Holmes, advertising director of *The People's Popular Monthly*, Des Moines, Iowa, for the past six years, formerly editor of *The Caxton Magazine* for five years, is now sales director of the National Association of Retail Clothiers, with headquarters in the Brooks Building, Chicago.

Lyons, Foreign Advertising Manager for Baltimore "Sun"

J. Thomas Lyons, for several years service manager of the Baltimore *Sun*, has been promoted to the position of foreign advertising manager, effective November 1.

Atlantic City Papers Appoint Representatives

The Atlantic City, N. J., *Daily Press* and the *Evening Union* have appointed Payne, Burns & Smith, Inc., New York, and the G. Logan Payne Company, Chicago, as their foreign representatives.

Daniel F. Kellogg Dies

Daniel F. Kellogg, formerly financial editor of *The Sun* and later in charge of publicity for J. P. Morgan & Co., died in his home in New York late last week as the result of a paralytic stroke in 1915.

Sioux City "Tribune" Publisher Dies

John C. Kelly, owner and editor of the Sioux City *Tribune*, one of the most successful newspaper properties in Iowa, died last week from pneumonia. He was 68.

New $100,000 Advertising Firm

Paramount Publicity Corporation has been organized in New York with a capital of $100,000 by J. S. McCauley, I. Schwartz and C. C. James, 100 West 59th street.

Among Better Books on Business

By RALPH BEVIN SMITH

Business Research and Statistics. By J. George Frederick. 333 pages. D. Appleton & Company, New York.

This work on "the eyes and ears of a business" is a book against the hack statistician and the dilettante "research" dabbler. It is written with the aim of setting him aright as to the ends which research may serve when it is made a means rather than an end itself and of broadening his outlook. Above this, the former editor of Advertising & Selling has written with the purpose of impressing upon the "man higher up"—the business executive—the profit and economy of making full and constant use of research and statistics, even in minor matters of business. In his treatment of general principles and his analysis of research organization and method, Mr. Frederick has been thoroughly practical and fairly exhaustive. This is a good book to put in the business man's library—and to read.

Advertising the Technical Product. By Clifford Alexander Sloan and James David Mooney. 357 pages. Copiously illustrated. McGraw-Hill Book Company, New York.

"Advertising the Technical Product" can be described as one of the most important works of the year on advertising. It is the first attempt to cover the subject of advertising the technical product in a big way in a single volume of this size. While the authors, the vice-president of the Campbell-Ewald Company, and an executive of the General Motors Corporation, modestly state that they have done no more than discuss the important factors of their problem, the director or the writer of technical advertising will find in their work a gold mine of information by which to guide and appraise his efforts in this most difficult branch of publicity. Contributors to the information include not only the two authors but a great number of executives who have achieved marked success in technical advertising. A wealth of illustration points up the comment on the general problem, the mediums, the technical advertisements themselves, and the organizations which handle and place them.

Language for Men of Affairs—In two volumes: Volume I, "Talking Business," by James Mantle Clapp, lecturer on the Language of Business, New York University; Volume II, "Business Writing," by James Melvin Lee, Director, Department of Journalism, New York University.

These manuals deal with the business man's language problems and are based on the everyday experience of business life. "Talking Business" offers suggestions that can be used profitably in the interview, the conference and the convention. "Business Writing" aids in the preparation of effective letters, reports, sales literature, etc. The specialized parts of the book were written by experts in the various fields. Volume II has an instructive division on advertising for some of the material for which Professor Lee has drawn upon Advertising & Selling and other magazines in the field.

How We Advertised America—The First Telling of the Amazing Story of the Committee on Public Information That Carried the Gospel of Americanism to Every Corner of the Globe. By George Creel. 434 pages and appendices. Illustrations. Harper & Brothers, New York.

Mr. Creel's book carries its own review in its subtitle. The Committee on Public Information was composed of eighty thousand members and seventy thousand minute men. The story of their activities is the story of one of the greatest publicity achievements of all time. There have been criticisms that it was not as great an achievement as it might have been and Mr. Creel, mistakenly, we think, has chosen to fan the flame of criticism by a note of belligerency that turns his book into a brief for the defense that has the smell of "propaganda" in far too many of its pages. We believe that if some of the advertising men who contributed so much to the success of America's war effort and who are named, pictured and eulogized in the interesting chapter on "The Advertising Division" had had a chance to censor Mr. Creel's proofs the author would have established a closer bond of sympathy with his readers. It is interesting to read Mr. Creel's statement that "when one considers the disruption of business occasioned by each Liberty Loan and the appalling waste in stupid or misapplied energy, the conviction grows that paid advertising—controlled, authoritative, driving to its mark with the precision of a rifle-ball—would have been quicker, simpler and in the end far cheaper."

James M. Pierce, "Iowa Homestead" Publisher, Dies Suddenly

While discussing the business and political policies of his publications with his son, Dante Pierce, at his home in Des Moines, Iowa, James M. Pierce, prominent publisher of Pierce's Farm Weeklies, died suddenly on Monday from an attack of heart disease. He celebrated his seventy-second birthday on May 9.

Mr. Pierce was born in southern Ohio, and during the Civil War was in several encounters with Confederate cavalrymen who raided that section. He went West in 1867, locating first in Missouri. Later he removed to southern Iowa, and there he began the publication of a string of county seat publications.

He purchased the *Iowa Homestead* in 1885, and eight years later added two well-established farm papers, the *Wisconsin Farmer* of Madison, Wis., and the *Farmer and Stockman* of Kansas City, Mo. These three have since been known as Pierce's Farm Weeklies.

Mr. Pierce was very active in the management of his papers, and for the past ten years had played a vigorous part in Iowa political campaigns. He was a hard fighter and was liked by all as a man whose "heart was as big as his body."

Three children, Dante M. Pierce, Ray E. Pierce and Mrs. Hugo Schnabel, survive Mr. Pierce.

William H. Denny With Philip Ritter

William H. Denny, formerly vice-president of Sherman & Bryan, New York, has joined the Philip Ritter Company, New York, bringing with him the accounts of ten advertisers.

The accounts are: Furness-Bermuda Line Steamship Company, Bermuda Government; Charles Baez, maker of Azura face powder; Hospital Specialty Company; Edwin Cigar Company; Mason Novelty Manufacturing Company; Financial Press; Frankel Brothers; Lindt Chocolate Co., and Wooster Auto-Lock Co.

F. I. Thompson on Shipping Board

Frederick I. Thompson, publisher of the Mobile *Register* and the Mobile *Item*, according to the Press Association dispatches, is one of the five men appointed by President Wilson to the new Shipping Board. Mr. Thompson was for many years one of Smith & Thompson's special representatives in New York.

E. C. Morse Leaves War Department—Hartshorn Is Successor

E. C. Morse, director of sales of the War Department, tendered his resignation on Wednesday to be effective December 31 or earlier. Mr. Morse will return to civil life, from which he was drawn early in the war while a representative of the Westinghouse Electric & Manufacturing Co.

Lieutenant Colonel E. S. Hartshorn of the General Staff will succeed him.

After service in the construction division of the army, Mr. Morse joined the office of the director of sales when it was organized about two years ago.

He was assistant director of sales in January, 1919; promoted to first assistant director of sales in April, 1919, and during the absence of C. W. Hare, director, in France, was acting director of sales. When Mr. Hare resigned from the service in October, 1919, because of ill health, Mr. Morse became director of sales.

Advertising Specialty Men Meet in East

Members of the National Association of Advertising Specialty Manufacturers in the East met on Wednesday in the Hotel Astor, New York. Addresses, followed by discussions, were made by George C. Hirst, The Osborne Co., Newark, N. J., "Meeting the Problems of the Day in the Advertising Specialty Field"; H. C. Walker, Walker-Longfellow Co., Boston, Mass., "The Need for Co-operation"; J. B. Short, Whitehead & Hoag Co., Newark, N. J., "The Place for the Advertising Specialty in the Advertising Campaign"; J. MacKeever, Knapp Company, New York, "Sales Contests That Have Produced Results"; and by J. A. Hall, National Association of Advertising Specialty Manufacturers, "Co-operation vs. Domination."

Du Bois, National Biscuit Promotion Manager

Boice Du Bois has been made promotion manager of the National Biscuit Company, New York. He is the author of numerous stories which have appeared in the *Saturday Evening Post*.

Sophie Kerr Underwood Retires From "Woman's Home Companion"

Mrs. Sophie Kerr Underwood on November 1 retired from the managing editorship of the *Woman's Home Companion* to devote all her time to writing. Miss Kerr, as she is known to the reading world, was connected with the *Woman's Home Companion* for about twelve years.

H. K. Carter Starts Agency

H. K. Carter, formerly manager of the New York branch of the Maternach Company, Hartford, Conn., is now the president of the H. K. Carter Company, Inc., 5 Columbus Circle, New York. T. G. Goodwin, P. F. Broughton and Miss K. B. Mitchell, recently with the Maternach Company, are with the new organization. H. C. Wilder is vice-president and H. P. Swanson, treasurer.

Short Talks to Advertisers



NUMBER SIX

Ben Franklin and the Monotype

—the same means of composition—*single types*—made Benjamin Franklin's work the best of his time that make the product of the "Monotype" composing machine superior in this modern day.

The finest pieces of printing have *always* been composed with *single letters*—the best printing is still produced in the same way.

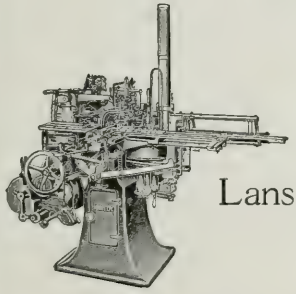
The means have not changed—merely the method. Franklin laboriously picked up one type at a time and placed it in the line he was composing;

—the "Monotype" today composes these *same single types* five times as fast and with the same beauty of appearance and flexibility of arrangement.

If Franklin had the choice today he would choose "Monotype" composition—for a reason!

Ask for it on your next job of printing!

Talk No. 1.—Getting Your Message Across
Talk No. 2.—Single Types
Talk No. 3.—"Motor Habits" in Reading
Talk No. 4.—Alignment
Talk No. 5.—The "Art" of Composing Type
Talk No. 6.—Ben Franklin and the Monotype



Lanston Monotype Machine Company

PHILADELPHIA

NEW YORK BOSTON
CHICAGO TORONTO

Monotype Company of California, SAN FRANCISCO

290

This Advertisement is set in Monotype Series No. 38. Borders 12-Point No. 256 and 6-Point No. 190, and Monotype Rule

If any previous number of this series failed to reach you, a postal will bring it

Getting Student Trade Is Mainly a Matter of Knowing How

For a logical product to gain admission to the student market it is only necessary that its manufacturer advertise it in the student papers at the same time merchandising it in the right way. But in order to find this right way, a prerequisite is an intimate knowledge of all the necessities, customs, buying habits and oddities that enter into the commercial side of student life. This specialized knowledge we have—greater, we believe, in scope and in power to apply it than any other source in the country.

Ask Us Anything You Want to Know About the College Trade

Established 1913

CSAA

COLLEGIATE SPECIAL ADVERTISING AGENCY, Inc.

503 5th Avenue, New York City
110 S. Wabash Avenue, Chicago

We specialize in house to house distributing of

Advertising Literature and Advertising Samples

We solicit your account.

JAMES T. CASSIDY

206 No. Front St., PHILADELPHIA, PA.
Write for our paper "FACTS."

Productive Publicity

NEWSPAPERS, MAGAZINES AND CLASS MEDIUMS

Years of experience in the automotive field enables us to guarantee maximum returns in any publicity campaign which we conduct.

If you wish to market an AUTOMOBILE ACCESSORY or PART you will find our help invaluable in obtaining publicity of the proper sort in the correct mediums all over the world.

Considering results our rates are extremely low.

PRODUCTIVE PUBLICITY

Suite 1206 1482 Broadway
New York City

Reports for advertising agencies, investigations and all matters pertaining to the marketing of automotive products.

POSTAGE

The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.

POSTAGE - 18 East 18th St., New York City

Group Selling

(*Continued from page 4*)

While invention of a new product, or the addition of some dissimilar article to complete a certain set may be considered as the first rule of group selling, it could hardly be given precedence over the very simplest form, exemplified as follows: the manufacturer of hair brushes wishes to double his sales and straightway promotes the military brush fad, one for each hand, both for the same purpose. Later on he sees an opportunity for tripling the sale and adds a clothes brush, three for a flat price, all his product. A few years ago you used to ask the clerk for a tar bag. Now you say "Roy Bags" and get three assorted sizes at one price.

Rule three, employing the group plan to pick up and carry along some slow-moving article of a line, seems particularly designed for the benefit of the manufacturer. The factory turning out toilet articles finds some expensive soap machinery on its hands with a falling off market for soap. So the executives get together, decide on a new odor and hire a chemist who devises one. Then they let that new odor permeate their entire line of perfumes, toilet water, face and talc powders, rouge, sachet and the soap. The new odor is popular with folks who would be distinctive and the soap rides along on the crest of demand, enjoying a rejuvenated sales success.

THE GROUP GIFT IDEA

Rule four has to do with the gift idea injected into the group plan. When a group of merchandise assumes the characteristics of an appropriate and useful present, there are many logical reasons for combining, what would otherwise be a conglomeration of articles. When a man wants a few shipping tags and a gummed label or two he rushes into a stationery store and buys them, and woe unto the clerk who tries to sell him anything else. Yet, at Christmas time, a neighbor sends him a Denison Gift Box, containing a hundred or more such articles, of as many different uses in the household during the year, and he is highly pleased. Who would ever buy more than one pipe at a time for himself, yet who, nowadays, would give his best friend any less than a brace of pipes put up in a neat plush-lined, morocco-covered box, one with a curved stem, the other straight?

Rule five embraces the accumulation of widely diversified articles under one cover, all for a definite purpose. For the auto tourist, under circumstances that make roadside luncheons a pleasure or a necessity, far-sighted trunk and bag manufacturers now build their product around such real conveniences as a thermos bottle, a set of aluminum dishes, linen napkins, silver knives and forks, etc., and sell the outfit to dealers complete. Where there is a demand for a definite group it often pays a manufacturer to step out of the realm of his own manufacturing resources to meet it.

Rule six, if it may be considered as a rule, appears in the guise of mere suggestion. The manufacturer simply pictures in his display advertising the ideal associations for his product. It often follows, on this suggestive basis, that a man, going after a shotgun he has seen advertised, will also inquire about and be sold the duck-swamp boots and the corduroy suit he saw pictured in the advertisement of the gun. In this respect, national advertisers can certainly do much to enlarge their dealers' unit of sale and, although it may not always evolve a market expansion for their product, the ultimate effect is a keener consumer interest and a more prosperous dealer.

Whether or not group selling is taking a hold of the advertising institutions of the country as a merchandising fundamental, the fact remains that it is something quite amenable to all the principles of good business, with mutual benefits to the manufacturer, dealer and consumer.

SALES PROMOTION MANAGER: New England manufacturer of nationally advertised product desires services of clear-headed sales executive. Promotion Manager. QUALIFICATIONS: thorough knowledge of national marketing and intensive sales promotion work. Must be able to plan, execute and assume responsibility. We require a man of discernment and enthusiasm, with successful past record in this work. Remuneration commensurate with ability. To receive attention, give full chronological business history, age, education and present earning power. Letters held confidential. No inquiry made without your consent. Address: Box 282, care of Advertising & Selling.

Topeka Daily Capital

Sworn government report for 6 months ending Apr. 1, 1919 . . . . . **35,247**

Arthur Capper *Publisher*
TOPEKA, KANSAS
Member Audit Bureau of Circulations

THE JEWELERS' CIRCULAR, New York, has for many years published more advertising than have the seven other jewelry journals combined.

"GIBBONS KNOWS CANADA"
MONTREAL TORONTO WINNIPEG

Selling Uncle Sam's Great Surplus

(*Continued from page 29*)

bought, who is the authority in the purchase, what market factors are operative from day to day to weaken or eliminate one market and strengthen another.

WORK SIXTEEN HOURS STEADY

"In most instances the information received by the advertising section on each project has to be checked, reworked and reclassified before it can be used as the basis for advertising copy. On the first lot of bulletins of the Ordnance District offices which were received, three of the men shut themselves in their rooms for two steady periods of sixteen hours each, classifying lists of commodities, preliminary to commencing the actual writing of copy on the Ordnance District Bulletin advertising.

"Copies of every schedule, every piece of copy, every different layout, original lists, advertising orders, etc., must be kept on each project, and systematically filed for quick reference. Up to September 1, 102 projects had been advertised. A record of cuts furnished each publication must be kept up-to-date. A clipped ad must be filed for quick reference of every insertion authorized. Complete records of business in each publication must be kept up-to-date, in order to determine the space in discount rates at which advertising bills will be allowed, and upon which the estimated cost of advertising on any project must be based.

"Schedules prepared by Mr. Willoughby, copy, layout, etc., must have the additional approval of the Commodity Chief responsible for the sale of the materials advertised, the Commanding Officer of the Section responsible for the materials, and an Assistant Director of Sales before being forwarded for publication."

The cost of maintaining the staff is being pro-rated among the papers as a percentage charge against actual space secured by them. The last charge running up to June 1 was 8.2 per cent. The next is expected to be larger.

MILLION DOLLARS MORE FOR ADVERTISING

In the opinion of members of the Director of Sales' Office, the merchandising of war department materials yet to come will require an expenditure of approximately one million dollars for advertising. The Navy has a forthcoming disposal program of approximately a half billion dollars on which they are commencing to operate and which should reach its maximum speed shortly after election. About seventy million dollars' worth of this material is in such shape that advertising can be commenced. The establishment of a separate bureau, as told in Advertising & Selling last week, has been effected.

The Shipping Board has a surplus program involving something in excess of three hundred million dollars.

Chas. H. Fuller Toledo Office Taken Over by Keemer

The Toledo office of the Chas. H. Fuller Co. has been taken over by Clarence B. Keemer, who has been its manager for the past five years, and who will continue to handle the same accounts under the name of The Clarence B. Keemer Co. No change in personnel is anticipated excepting the addition to the staff of several writers and artists.

The new company is incorporated for $25,000 and commences business with approximately twenty-five national accounts, among which are Sal-Vet, Gibson Mandolin & Guitar Company, E. A. Couturier Company, Ltd., Barco Batteries, Myers Spark Plug Company, Seneca Motor Car Company and Hardy Paint and Varnish Company.

During the past twenty-six years, the last eight being spent in Toledo, Mr. Keemer has made a special study of the development of new accounts through bringing together of inventors of worthy articles and men desirous of financing such inventions.



A practical book for the advertiser of technical products—

The book is a common-sense discussion of the important factors of the advertising problem that are peculiar to the advertising of the technical product.

It shows how technical advertising differs from general advertising—why it must differ to be effective.

It discusses direct mail advertising, house organs, catalogues, trade paper advertising.

Advertising the Technical Product

By CLIFFORD A. SLOAN
Vice-President, Campbell-Ewald Company
and
JAMES D. MOONEY
Vice-President's Staff, General Motors Corporation

365 pages, 6 x 9, illustrated
$5.00 net, postpaid

Some of the men who have helped to make this book possible are:

J. C. McQuiston, Manager, Westinghouse Dept. of Publicity.
Robert Porter, Vice-President, Jaxon Steel Products Co.
F. M. Feiker, Vice-President, McGraw-Hill Co.
J. A. Harlan, Purchasing Agent, Delco-Light Co.
M. F. Lawrence, Sales Promotion Manager, Hyatt Roller Bearing Co.
P. C. Gunion, Advertising Manager, Industrial Division, General Motors Corp.
O. W. Crawshaw, President, Crawshaw Service.
E. E. Eby, American Director, Delco-Remy, Ltd.
T. P. Cunningham, Vice-President Lincoln Products Corp.
D. L. Darnell, Assistant Sales Manager, Baker Industrial Truck Co.
C. A. Tupper, President, International Trade Press Association.
R. Bigelow Lockwood, Manager, Advertising Service Department, McGraw-Hill Co.
Jesse H. Neal, Executive Secretary, The Associated Business Papers.
J. Frank Eddy, The Dando Co.
J. D. McGuire, President, McGuire Printing Co.
Professor Geo. B. Hotchkiss, Head of the Advertising and Marketing Division, New York University.
Ralph Starr Butler, Advertising Manager, United States Rubber Co.

Free Examination Coupon

McGraw-Hill Book Co., Inc., 239 W. 39th St., New York.
You may send me on 10 days' approval **Sloan and Mooney's Advertising the Technical Product, $5.00 net, postpaid.** I agree to remit for the book or return it postpaid within 10 days of receipt.

Signed .....
Address .....
Official Position ..... Name of Company .....
(Books sent on approval to retail customers in the U. S. and Canada only.) Selling 11-6-20

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

Features in this Number

November 6, 1920

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A Selling Plan for a Buyers' Market.....*Courtland B. Shaw* 3
How group selling may be used to broaden and strengthen the appeal.

Getting a New Rise Out of the Yeast Cake.....*Ward Gedney* 5
The Fleischmann Company is advertising a new use for an old, familiar product.

Building a Great Drug Business.....*George C. Frolich* 7
Direct advertising has played an important part in the success of the United Drug Company.

To Merchandise the Artist..... 8
How one advertiser is using big names and getting full value out of them.

"Mr. Dealer, Look at Our National Campaign!"..*William S. Cady* 9
The Advertising Manager of the Hutchinson *News* presents the small city dealer's slant on national advertising.

Teaching the Dealer a Real Selling Plan.....*Robert Vincent* 10
Multi-Kopy methods assist merchants to build permanent demand.

Samuel R. McKelvie, Governor and Publisher...*Russell E. Smith* 12
A story of the rise and success of the publisher of the *Nebraska Farmer*.

The House Magazine in National Advertising..*William A. Biddle* 16
Using effectively a publication built for customers and prospects.

Gaining Time on Your Business Schedule.....*P. J. Tierney* 18
How you may add "selling hours" to your domestic and foreign marketing.

Personality as a Factor in Direct Mail.....*Harry C. Spillman* 23
The Remington Typewriter Company's Educational Director talks on "live" letters.

These Qualities Make Sales Letters Great
Prof. Edward Hall Gardner 24
Foremost stands the stamp of strong personal conviction.

Direct Mail Advertisers Elect Meadon..... 25
The story of the convention just ended at Detroit.

What Advertising Means to the Worker.....*Paul Meyer* 26
The Editor of *Theatre Magazine* talks to the Vanity Fair Silk Mill workers on Advertising.

Selling Uncle Sam's Three Billion Surplus..... 29
J. Malcolm Muir's report to the A. B. P. discloses the inside workings of the great war surplus sales.

Simplicity the Key to the Spanish Market....*Walter R. O'Meara* 30
Showing that it pays to study the foreign peoples you would trade with.

Among the Better Books on Business.....*Ralph Bevin Smith* 36

Calendar of Coming Events

November 8-9—Annual Convention, National Manufacturers of Soda Water Flavors, Cincinnati, O.

November 8-10—Semi-Annual Meeting, Associated Cooperage Industries of America, Hotel Cleveland, Cleveland, O.

November 8-11 — Annual Convention, Barbers' Supply Dealers of America, Cincinnati, O.

November 10-12—Annual Convention and Exposition, American Association of Bottlers of Carbonated Beverages, Cincinnati, O.

November 17-18—Annual Convention, Southern Sash, Door & Millwork Manufacturers' Association, Atlanta, Ga.

November 17-19—Annual Meeting, American Petroleum Institute, Washington, D. C.

December 6-8—Annual Meeting, Association of National Advertisers, Lakewood, N. J.

Merchandising the Artist

(*Continued from page 8*)

a full page in the first section of the Sunday edition—in which such an enterprise should logically have been launched and carried on—that produced the smaller space. However, the invention that met the necessity was his.

Writing of this series, which has been attracting wide attention among advertisers, Mr. Hanson says:

"Many persons have told me that when they turned the pages to the Bamberger advertisement they were momentarily stunned, coming upon these high grade illustrations in the ordinary advertising columns of the newspapers. It might be said that the reproductions were not mechanically perfect, but this was due to the rapid printing and the poor quality of the paper and the ink used. However, I think that this defect was more than offset by the effect created by having these fine works of art appear as newspaper advertisements. Had they been used in color in national magazines, in all probability they would not have caused a ripple on the surface and would have been accepted as just one more piece of pretty advertising."

Merle Sidener Retires as Vigilance Chief

Merle Sidener, of the Sidener-Van Riper Advertising Company, Indianapolis, has retired as chairman of the National Vigilance Committee of the Associated Advertising Clubs of the World after six years of splendid service. Richard H. Lee, special counsel for the Association, has been named to succeed him.

In a letter to President Rowe Stewart, answering an invitation to serve again, Mr. Sidener said that he was anxious to devote more time to his own business now that the department was well organized and efficiently manned.

"Bob" Davis to Start for Himself

Robert H. Davis, for nearly twenty years responsible for the editorial content of the magazines published by the Frank A. Munsey Co., will retire from that organization sometime near the close of the year.

He proposes to devote himself to supervising the work of a group of writers contributing to publications, the stage and screen. A sketch of "Bob" Davis' interesting career by William C. Lengel appeared in *Advertising & Selling* of January 24, 1920.

Edwy B. Reid, Western Editor, "Farm and Home"

Edwy B. Reid, formerly head of the Bureau of Publications in the Department of Agriculture and later director of the Information Department, has been appointed Western editor of *Farm and Home* with headquarters in Chicago. Mr. Reid was assistant editor of *Farm and Home* before joining the Department of Agriculture several years ago.

Get this company's Proposition



"Get this proposition!"—dictates the banker. Handling bond and document papers with tiresome monotony, you may be sure the banker or broker is pleased and impressed with the evident worthiness and dignity of

KING DEPENDABLE OFFSET

The four-page letter (trimmed to 17x11) combines the pulling power of a form letter on page 1, with a layout across Pages 2 and 3, illustrating and describing the product. Page 4 may be left blank. 60 or 80 pound King Dependable Offset will develop advantageously into this effective type of mailed advertising.

The illustration and text carrying your advertising message — admirably backgrounded with this stock—appeal to the financial man.

A letter of request starts lithographed samples your way.

Stocked at mill in following sizes and weights—stock trimmed four sides—packed in cases.

White	India Tint
25x38—50, 60, 70, 80, 100, 120	60, 80
28x42—74, 86, 99, 124	74, 99
32x44—89, 104, 119, 148	89, 119
38x50—100, 120, 140, 160, 200, 240	

Special sizes and weights to order

KING PAPER COMPANY

Kalamazoo Michigan

We Did It for Bunte—
We Can Do It for You!

General Offices
and Factory:
720-738 WEST MONROE STREET
TEL. HAYMARKET 906
ALL DEPARTMENTS



ADDRESS ALL
COMMUNICATIONS
TO THE
COMPANY

ESTABLISHED 1876

BUNTE BROTHERS

MANUFACTURING CONFECTIONERS

CHICAGO, U.S.A.

October 22, 1920.

The New York American,
Merchandising Department.
1834 Broadway,
New York City.

Gentlemen:

I believe you will be interested in knowing the success achieved through your remarkable broadside, which has accomplished real things in the sales of Bunte's Cough Drops in the New York territory.

SALES TRIPLED!

Personally, I am more than pleased with the results, and my entire Sales Department - to the man - whom I did not inform of the coming broadside, reported the wonderful effect it had on the retailer.

The average sales of our men tripled immediately after the broadside was sent out

This was the best of all, for: "The thing that counts in the selling world happened - increased orders".

100% WINDOW DISPLAY!

I am informed by our Window Trim Department that 100% of the dealers who signed and returned post cards requesting window displays immediately permitted us to trim their windows.

THREE MASTER MERCHANDISING WINDOWS!

"Let me again thank you for your three master Merchandising Windows, which are in the busiest sections of New York.

I was much pleased with the interest displayed by the great masses of passers-by and dealers in the Bunte displays.

Let me assure you that on my future campaigns for Bunte Bros. I will endeavor to again use your merchandising service to the fullest extent, as I now realize you know trading conditions in your market.

Yours very truly,

T. O. H. Godfrey

NEW YORK SALES MANAGER.

Put your New York Merchandising Problems up to the—

MERCHANDISING DEPARTMENT of the

New York American

1834 Broadway *New York*

Advertising & Selling

NOVEMBER 13, 1920



Public Library, Kansas City, Mo.

TELL your sales story pictorially every Sunday morning to people of the Central West, in the Chicago Tribune Rotogravure.

Use your national copy, the same art, same style, beautifully reproduced in the most attractive, most interesting section of *their own* newspaper. National copy thus extended into the newspaper comes closest to the consumer.

Tribune Rotogravure, affording as fine presentation of an advertising message as any national periodical, has a concentrated newspaper circulation — more than 700,000 copies — in the best zone market, The Chicago Territory. Include this great sectional medium in your winter and spring schedules.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Tribune Building, Chicago
512 Fifth Ave., New York
Haas Building, Los Angeles



An extremely interesting black-and-white half-tone, made from full-color painting by Hester Miller. Loaned by Stanford Briggs, Inc., to The Sterling Engraving Co.

Call a Sterling Representative on that job you now have in hand, and learn the meaning of "Sterling Results."

The Largest Engraving House in America, its great volume of business permits the installation of the most up-to-date equipment and the maintenance of a great force of the most expert men.

Twin Plants—one uptown, the other downtown—work day and night, assuring real speed when a job is wanted quickly.

Process Color — Line —
Ben Day — Black and White

TWIN PLANTS IN NEW YORK

200 William St. 10th Ave. at 36th St.

A very difficult piece of Negative Stripping. Entire Vignette inserted into Gray Background.



THE SAME DISPLAY

in any form of advertising, which frequently passes the notice of city people, will more surely attract the attention of farmers.

Successful Farming serves more than 800,000 farm homes, most of them in the great food producing heart of the country.

Our people have the money to buy and are not fed up on competing advertising in many lines. When you use our advertising columns you are talking to people who are interested.

SUCCESSFUL FARMING

E. T. MEREDITH, Publisher
Des Moines, Iowa

T. W. LeQUATTE
Advertising Manager

ADVERTISING & SELLING, NOVEMBER 13, 1920
30th year. No. 21. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1870. Price, 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City

—contacts!

The American Exchange National Bank in its Monthly Letter, dated October, 1920, says:

"The old established merchants who have made merchandising what it is in America today need no apologists or eulogists.

"They are as well known to the average American as is his next door neighbor, and the intelligent buyer knows that he is getting the best treatment that the enlightened selfishness of the modern merchant has succeeded in devising.

"The merchant owes a duty to the established order more important than that of any other of its functionaries, for he is nearest to the consumer and is in reality the agent of the consumer in his relations with the producer."

* * *

This well describes the position of the big merchant in the modern scheme of business.

In his "enlightened selfishness" the big merchant is first of all a buyer—constantly seeking merchandise that he can back with his guarantee of satisfaction and value.

He is the "agent of the consumer in his relations with the producer."

He is the personal buying representative for the men and women within his zone of influence.

He is the great merchandising influence in every community.

His store is the local centre for merchandise promotion.

* * *

More than ten thousand big merchants of America look to the Dry Goods Economist each week for information and guidance.

These merchants sell more than five billion dollars' worth of merchandise every year.

And they spend more than a million dollars every week advertising that merchandise to their customers.

Study the advertisements in the Dry Goods Economist.

See how manufacturers in every line are winning the good-will of these big merchants.

Do you really know the Dry Goods Economist?

Dry Goods Economist
239 West 39th St.
New York.

* 97%

of Dry Goods and allied lines are sold on the recommendation of the Retail Merchant

In the eyes of the Consumer he is responsible

* Based on Census

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Advertising or Sales Manager—Which?

Is There an Exit Sign Over the Door for One or Other or Both of These Executives?

By GILBERT EVANS

A FEW days ago I was coming out of the executive offices of a food product manufacturer whose advertising and whose salesmen have carried the fame of his wares practically all over the world. As we passed through the busy rooms given over to the work of sales planning, the president of the company, who was with me, called my attention to a conspicuously red sign placed over a door opening on a fire-escape.

"I haven't yet determined for whom that sign is meant," he said with a sly look over his shoulder at his advertising manager and sales manager, who were included in our luncheon party, "but I have noticed both of these gentlemen regarding it with increasing uneasiness as the years pass."

The sign read: "EXIT."

WHAT A PRESIDENT THINKS

The president's intentions were unquestionably humorous, yet there was an undercurrent of seriousness in his speech so strong I might have thought him tactless, if I had not known that one of the two behind—the veteran sales manager—was about to retire from business life—in a voluntary exit, earned by long years of successful service.

So later in the course of luncheon I harked back to what he had said.

"Mr. Brown," I ventured—we'll call him Mr. Brown, though, of course, that wasn't his name—"other business men have told me that there is a serious side to the subject you brushed against jokingly on the way out of the office. Did you mean to imply that either the sales manager or the advertising manager is doomed to the extinction that met our aggressive old friend, the whisky salesman, or the classic dodo? I have talked with some people who have done a lot more than imply it."

"Well, young man," he replied quizzically, "so have I. I have been in business a long, long time and I've seen evolution working in business, just as it works everywhere else. I suppose you might call me a 'business Darwinian.' At least that's what I always call myself when I am asked the reasons for what success I have achieved.

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"I have seen business opinion—public opinion in general—as to the scope and functions of advertising go through a process of evolution up to the point where today they are calling advertising by the enlightened name of 'mass selling.' I've seen advertising managers actually grow to realize that they have got to know something about selling. On the other hand, I have seen sales managers educating themselves, or being forcefully educated in the relation of advertising to personal selling. I have listened to my old friend here haranguing his salesmen on how advertising can make their job easier better than I—who am classified among my associates as 'an advertising bug'—can do it myself.

GETTING CLOSER TOGETHER

"So I've watched the advertising manager and the sales manager getting closer and closer together. In the past year even these two—here he indicated his two sales executives—have found it quite a problem to demarcate effectively the territory of duties to be covered by each.

"While in our firm the past arrangement has been satisfactory because, through long association, we have all fitted very smoothly into the machine and our ancient friendship has guaranteed co-operation, I am persuaded that it is a 'past arrangement' in more senses than one. I fully expect, in some future year, before I follow my sales manager into

THIS WAY OUT

IN the natural course of evolution in distribution methods, Mr. Evans has been told, the law of the survival of the fittest is going to put either the advertising manager or the sales manager off the merchandising chart.

The sales manager may gradually absorb the functions of the advertising manager.

The elimination of a large percentage of the present selling effort through the growing power of massed salesmanship may give the sales manager the count.

So he says.

You may agree with him or not. Advertising and sales managers whom he has approached on this important question have given views which will appear in subsequent issues of ADVERTISING & SELLING. Why not write us your reaction to appear with them?

THE EDITOR.

retirement, to consolidate my own advertising and sales departments under one head. I frankly don't know under whose head it will be. It will take a little further evolution to show that. It may be that the salesmanager is gradually absorbing the functions of the advertising manager and leaving the latter as a sort of bureau head charged with carrying on one little branch of the sales effort. It may just as well be that the salesmanager is going to be rebuilt into an advertising manager, as mass salesmanship gets more and more important and eliminates—if it ever will eliminate—a large percentage of personal selling. It may be that I shall have to create a new job for a higher powered executive and superimpose the new executive on top of the other two. I am constantly coming across the titles 'Sales Promotion Manager' and 'Director of Sales' in my correspondence and even meet an occasional 'Director of Distribution.'"

CAN THEY LIVE TOGETHER?

The talk drifted from that point to other subjects.

After luncheon the president and his salesmanager went directly back to the office, while the advertising manager and I walked around to the agency handling the company's advertising where we were to go further into the details of the selling plan upon which I had sought information. As we left the hotel where we had lunched the advertising manager said musingly: "I wonder if the old man was getting in 'a word to the wise' this noon? I know that our minds don't always 'run along together' on the importance of the salesmanager's job and that he has been continually shooing me out on the road to learn more about selling. But, as a matter of fact, I don't go as far as he does in suggesting that one of us—sales or advertising manager—is going to be relegated to limbo. There's room for both of us—if they recognize that my job ought to have the most room." An apologetic smile accompanied this last.

Perhaps the salesmanager would have put his case in like terms and, because he was an older and more experienced man, a little more impressively.

But it was the words of the president that lingered in my mind. He had been just a little more ruthlessly direct in his statement that the "Exit" sign was intended for one or other of the two classes of sales executive than others with whom I had spoken on the subject.

There are enough warning fingers pointing out the "Exit" sign for the attention of the advertising manager or the salesmanager to make some summary of what lies back of the warning and some attempt to forecast what lies ahead of vital interest to advertising managers and salesmanagers.

Let's look back first.

THE RISE OF THE ADVERTISER

Of course, we must admit that the advertising manager is, historically, the interloper. Advertising, publicity in some form or other, may be just about as old as salesmanship, but there were pretty effectively organized selling forces in the modern sense before the business men knew anything about advertising in the modern sense.

Gradually, as our conceptions of the function and the value of advertising as mass selling have cleared, the advertising manager has enhanced his importance to the firm. We may not all go as far as some do and support the claim that advertising is going to eliminate ninety-odd per cent of the present personal selling. We *must* admit that, in every case where an advertising effort has been well conceived, it has served powerfully to reduce the personal effort exerted by each salesman in making each sale. It has made it possible for the salesman to work faster, to cover more ground, present his case more effectively—has even relieved him of presenting the main points of his case at all.

At the same time, the advertising manager who has lived up to the "bigness" of his job has often been able to see things a little more broadly than the salesmanager. He handles masses of individuals and communities of opinion. He has been accused of playing at necromancy, and it is necromancy—but a necromancy based on very solidly scientific foundations—that enables him, with the aid of a little type and much organization, to plant certain opinions in certain territories and to cultivate it with a little skillful merchandising effort and then, after a while, turn to the salesmanager and say: "There, old man; there's your crop of prospects. Send the boys out to harvest them."

But let him wait a minute before he begins to patronize the salesmanager.

THE SALESMANAGER'S STAND

The salesmanager, by studied emphasis on the function of advertising as a "sales help," can build up an impressive thesis in support of his priority. Indeed, I meet with surprising frequency salesmanagers who look upon advertising with great disdain as a minor auxiliary service. More I meet who are, far from looking upon advertising disdainfully and giving it full credit for its potency as a sales developer, still maintain the attitude that it *is* an auxiliary to the main job—which is, of course, their job.

These same salesmanagers may think to derive support from recent pronunciamentos put out by luminaries in the advertising ranks themselves. We have been hearing a great deal of late of "mass selling," "national marketing" and other terms of equivalent import—terms used by men like John Sullivan of the Association of National Advertisers to clarify men's conceptions of the functions and the possibilities of advertising. We have been told, though often in euphemistic phrase, that advertising and selling are really interchangeable or that advertising and that service which finds a name in the clumsy expression "personal selling" are co-equal branches of the same science—which is selling; and there's more in it than was dreamed of in the philosophies of our publicity adventuring pioneers. To all of this some salesmanagers have cried, "Hear! Hear!—until they have been reminded that those who have used these terms are thinking of a bigger advertising job, not of a bigger sales management job.

FINDING THE ANSWER

I do not say that the sales manager has called for the blood of the advertising manager. I do not mean that the advertising manager has been after the sales manager's scalp. I have known cases of both phenomena, but I am not discussing industrial relations. It is simply that both advertising manager and salesmanager have, in many instances, glimpsed a bigger, broader vision of their respective jobs, in which natural enthusiasm relegates the allied department to a subordinate position. Sometimes he relegates his own department to a subordinate position also and then we have him thinking in the mood of my friend the president of the food products company when he suggested that there might be a new functionary to superimpose on both the advertising manager and the salesmanager—a new type of salesmanager over a manager of massed selling and a manager of personal selling.

I have wondered what sales executives themselves—advertising and salesmanagers among the country's big manufacturing plants—think

(*Continued on page* 38)

Selling on Points That Sold Lincoln

How the Billings & Spencer Company Is Getting Big Results From Its Institutional Advertising

By WARD GEDNEY

"AND there's one thing certain," concluded my agency friend, "this sudden demand and necessity for real selling and real selling copy is going to put the acid test to our old favorite, the institutional campaign. It has got to justify itself or drop out of space."

He had just come from a conference with a client, an easy-going man, content, hitherto, to accept without question whatever the agency turned out, now suddenly transformed into a carping critic, caustic, especially, about the impressive institutional copy of which the company had seemed so proud. The burden of this advertiser's comment had been:

THE DEMAND FOR "BRASS TACKS"

"Let's forget all this grandiloquent stuff about our fine name and our unparalleled service. We've got to sell this—and this—and this. (Here he ticked off the company's products.) Now suppose we devote a little of our advertising appropriation to selling them and shooting directly at the man who wants to buy them. The directors are getting uneasy. They couldn't see that last full page—about how the founder shook hands with Andrew Jackson—at all. They're yelling for brass tacks."

"And I told him," said my agency friend, "that his directors might be good directors, but they didn't know a lot about advertising. He didn't like that much. I said, 'If your institutional campaign is selling faith in your company and selling your company's supremacy in its line you don't have to worry about it. You can sell steadily behind these things when your competitors are scrambling to see who can cut prices the lowest.'

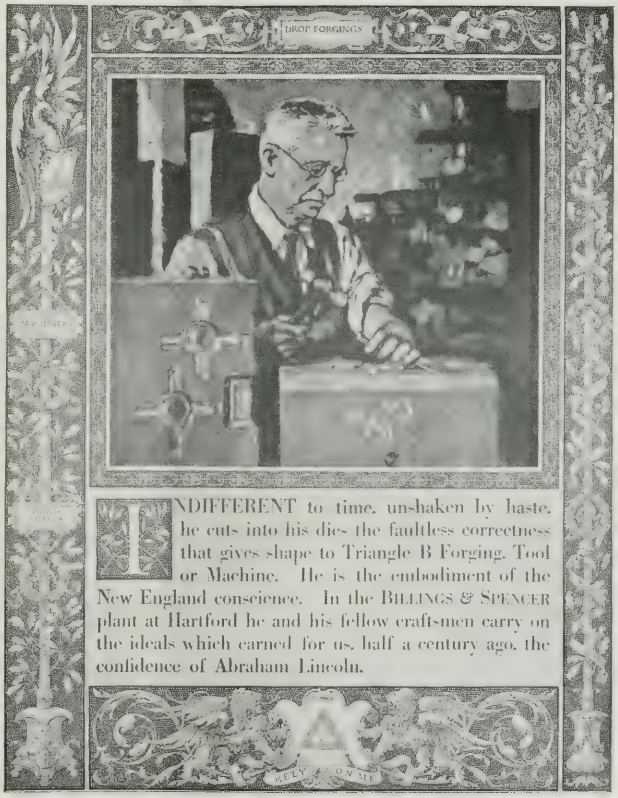
"Just the same, the institutional campaign is up against the acid test and it's got to be mighty good or it's got to go. I hope I convinced him that the one we're turning out for him is mighty good."

Now, it is the writer's belief that the agency man gave the only answer that can be given to prevalent criticism of the institutional campaign as such. The institutional campaign has certain very important things to sell—things that are as important today as they were yesterday. If it sells these things it is just as good today as it was yesterday. Institutional copy must sell itself as selling copy, just as any other copy.

WEEDING OUT

Throughout the year we have seen in the newspapers and magazines institutional copy that was selling copy and institutional copy that—all too apparently to the veriest tyro—was not. As long as this buyers' market time continues and we have "this demand and necessity for real selling and real selling copy" we shall probably see fewer examples of the second class. Nobody will feel the loss except the copy producer who has been reaping a harvest from the advertiser willing to invest his abundant dollars in such advertising. There will be a real loss, though, if advertisers lose faith in the institutional campaign that is also a selling campaign.

When one seeks an example of an institutional campaign that is a real selling campaign, of copy, the force of which seems destined inevitably to stir the buying instinct in its readers, one turns easily to the Billings & Spencer campaign running in

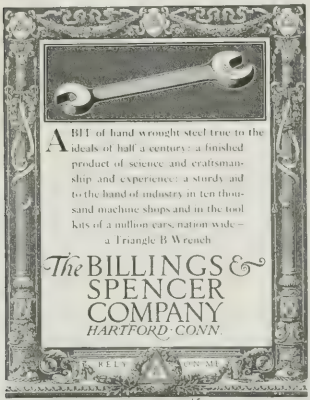


A Triangle of Selling Force—Copy, Illustration and Decoration.

No "Blue Sky" Here

the national mediums and the newspapers.

To the man on the inside the names of its builders lend initial impressiveness. "Copy by Groesbeck, illustration by Ball and Booth, borders by Teague" is a line to awaken keen anticipation in the mind of the man on the lookout for a balanced campaign on a high plane of excellence. But the man on the inside, as well as the man on the outside, will judge by



The Wrench Was Made a Symbol of the Company's Standards

production and will judge that production best when he knows the story back of the campaign.

SELLING MEN

The Billings & Spencer Company, of Hartford, Conn., has what it claims is the oldest commercial drop forging plant in America. Back of its name today lies a splendid body of tradition maintained today by men—but let me quote from one of the advertisements in its institutional campaign:

Men in executive positions who have descended from the founders of the business—who got from their own fathers the Triangle B ideal.

Men in the shops to whom the crash of the hammers has been music for a quarter of a century. Such a man as, grown too old for active work, begged to be allowed to stay in the shops as a watchman, because the thunder of noise and the bursts of live sparks were part of his life.

One of its traditions is told in the story of how, when the Unionist Black Horse Cavalry was being equipped for action against the South at the beginning of the Civil War and there was a call for pistols—and pistols immediately—C. E. Billings, founder of the company, went to President Lincoln and persuaded him that the only way to get the pistols in the time required was to have them drop forged; and persuaded the President that they could be drop forged—something which no other contractor would venture to assert. The story concludes with the fact that the Billings & Spencer plant justified the faith of its founder and of President Lincoln by delivering the pistols on time.

When Kenneth Groesbeck of the Harry Porter agency, which handles the Billings & Spencer advertising, went up to Hartford to gather materials for the projected institutional campaign, he went with no doubt as to fact that the things that campaign should sell primarily were faith and supremacy, not drop forges and wrenches. The only question was one of the format into which the message should be put. It would not be difficult to get attention for the declaration of supremacy. Humanity loves a winner and will listen readily when a winner boasts his claims. Given the Billings & Spencer tradition it should not be difficult to sell faith in Billings & Spencer performance, as Lincoln had been sold on it by the founder. (Of course, we are using the word "sold" here in its technical and not in its slang sense.) The problem was to humanize that selling process; to humanize it with a symbol.

THE NATIONAL ADVERTISING

Mr. Groesbeck took for his symbol "the most human thing up there," as he puts it: Men. Let me quote again from the piece of copy already referred to, from a page designed to sell faith in Billings & Spencer by selling its workmen. The "most human thing up there," he found, was:

Men who have grown up and grown old in the Billings & Spencer tradition that "into every forging goes our whole reputation."

Men to whom steel is a living and breathing thing, with human faults or virtues, who could not work if they were not allowed steel worthy of their craftsmanship. Men, to whom great machines are as their own finger-tips—who constantly plan for better work, to whom the improvement of a single screw is an epoch of accomplishment.

Men who think only of the product—who send out their forgings into the world of industry as a father sends his sons—giving them the best there is in themselves.

Just men.

So into the national copy of the Billings & Spencer Company went Billings & Spencer workmen, reproduced from paintings that Robert Ball based on his sketches of those workmen made in the Billings & Spencer plant. Selling copy that preached faith and supremacy, written in the mood that the illustration evoked went with them and the whole was tied together with those borders by W. D. Teague, the richness and beauty of which are as atmospherically eloquent of quality as words or illustrations. There are examples of these national pages accompanying this article.

One page to which I have not referred did not follow the pattern and yet has probably attracted more attention than all of the others. This is the one in which Franklin Booth's remarkable engraving of the Borglum bust of Lincoln stands out of a stippled black background with a panel beside it reading:

"The faith of this man stood behind the earliest achievement of C. E. Billings, who founded the Billings & Spencer Company of Hartford, the first commercial drop forging plant in America."

This page was reproduced in the issue of Advertising & Selling and has also appeared, accompanied by laudatory comment, in other periodicals and house organs.

So much for the national magazine copy. It brought in new business. Significantly, it got inquiries, later developed into business, that were tuned to the note: "We know that you are the best in the field. We realize your work may cost us more than that of some other manufacturer, but we want the best kind of a job on this that we can get." Faith and supremacy!



No Newspaper Reader Who Saw This Copy Failed to Get the Moral

But Billings & Spencer decided not to be satisfied with the national magazine copy. There was to be a tie-up in the newspapers that could be guaranteed to meet the eye of legendary personage, "the man on the street." It was argued that it was all very well to sell contract drop forgings to big purchasers and to build up a profitable but restricted business of this kind, but the future depended on the attitude towards the company today of "the man on the street"—who, incidentally, might be the man

(*Continued on page 39*)

Putting Selling Force Behind the Sale

Today's Most Important Merchandising Opportunity Is to Be Found Where Goods and the Public Meet

By HUMPHREY M. BOURNE

WITH election out of the way and the clear track signal set for the Industrial Special, the manufacturer who, for any of various reasons, has been marking time, now faces the opportunity of better business.

He sees the "Hopeful" sign on every hand, the result of newly existing political and economic conditions. If he has been wise he has surveyed and studied his market and has reached definitions and conclusions as to his course for the period now ushered in.

Naturally, he expects his sales manager to whip the selling force into trim. He expects his entire organization to be keyed up to meet a demand which he feels so surely to be here. He expects his advertising to work hand in hand with sales. But, plus all this, there is still another factor which he must not overlook and that is the point of contact between the ultimate customer and what his concern makes. And that is the retail sales person.

And this is why:

The last five years have brought a new appreciation of values. High prices have had their fling. Careless buying, the result of wartime affluence, is giving way to a shopping-around attitude that is demanding the sharp attention of every man and concern with something to sell.

Those whose fortunes prospered during the war are now buying just as closely as the rest of us. The novelty of "ready money" has worn off. What they have they will hold.

Those whose nominal earnings dwindled through lessened buying power are resolved, more than ever, to get the most for their money. Already prices show a downward trend, a fact which of itself is an incentive to see how far a dollar really will go.

The dollar is beginning to "rubber" once more—to see how far it will stretch and how much more it will buy than formerly. And in doing so it is covering more ground again—thanks to the "show me" attitude of the man behind it.

A TWO-FOLD RESPONSIBILITY

Today the dollar must serve two masters; it must serve the man who spends it and who demands to know what he is getting for it, and why. It also must serve the man who gets it in exchange for his product and who, in order to get it, must tell what he is giving for it, and why.

The terms "buying" and "selling" are beginning to assume their old-time significance. People are buying carefully. Any old thing at any old price will no longer do. If the value isn't there they go elsewhere. And if the value reasons are not there they go elsewhere just the same.

So that the man on the selling end must be there with the reasons as well as the value. He must anticipate and be prepared to meet this intensive buying sense of his customers. He must be there with the goods literally and figuratively. If he can't tell the why of a dollar's worth for a dollar he finds himself at a tremendous selling disadvantage.

Salesmanship as salesmanship was given a holiday during the war. It had largely gone out of existence as a result of war conditions. It had given way to a bored order-taking, lazy parcel-wrapping, and indifferent change-making function which had usurped the name of salesmanship. Courtesy as a part of salesmanship had in many instances become an unknown quantity. Sales people have been so busy serving goods to people that their real selling sense had become dormant. There's a big difference between a waiter and a salesman, and the dollar is demanding that it be used more than as a medium of exchange—that it be used as a purchaser of value, and that the salesman know the "why" of that value.

Go into any large store and you will find the salespeople equipped with a sales book, part of which is a card on which are tallied the daily sales. Naturally the sales person, man or woman, is anxious to make as good a showing as possible. The sum total of each day's sales is the gauge of efficiency and this, in turn, resolves itself into an attitude of "take the cash, and let the customer go." This was a particularly happy state of affairs during the war when prices were rampant and the buying instinct of customers dulled because of prices beyond all reason.

IT'S SELLING TIME AGAIN

But with the return of the hundred-cent dollar, reason is coming back, and the salesman now must *sell*. That imposes a very serious obligation on the men higher up, for it is through the salespeople that the store's policies are translated. The customer of a store gets his impression of the spirit, policy, attitude, or whatever else you wish to call it, of the store from the clerk behind the counter. The store's windows and advertising are simply means to getting the customer in. Then it remains for the sales person to hold the customer—or drive him out. And he can't make the customer a permanent customer if he isn't in sympathy with the policies of the store. He cannot be in sympathy if he doesn't know what the policies are. He cannot express those policies if he isn't shown how. It is all a matter of proper

Close-Up Selling

WITH the dollar fighting its way back and the "Show me" attitude of customers becoming more and more pronounced, Selling must get down to hardpan and show value for value.

* * *

Such is the position Mr. Bourne, the writer of this article, takes. Manufacturer and merchant never before were more closely related than today, when, with ample production and sufficient distribution, goods linger all too long on the shelves of dealers because customers have not been stirred to buying.

Maybe you'll find the impulse *you* need in this article.

THE EDITOR.

The Copy Writer's Method—and It's All in the Method



Artist Stanley Visualizes for Advertising and Selling the Source of Atmosphere in the Modern Advertisement

training. If the National Cash Register Company, the Burroughs Adding Machine Company and other great concerns have built up efficient sales organizations by training their men, why should not stores and other institutions increase the selling force of their salespeople by training them really to sell where now they merely serve?

They must do it, as the country's foremost stores have long been doing, and profitably, by establishing schools of salesmanship for the sales force. And, right here, is the true gauge of a sales person's ability. The man who wants to be a salesman in every sense of the word will welcome the privilege of being drilled in the art of selling, while the man with no greater ambition than that of being a "counter-irritant" will soon find his way out.

Getting Rid of Trade

The store reaps a very ready and distinct advantage, for competent selling is real service. Many a sale tallied as such on the day's card has lost customers. To illustrate: I want a pair of shoes. My size is 7½ C, style 848. If I know all that it makes it a bit easier for the salesman, and I know I am getting the shoes that fit me. But if I don't know it, the salesman—and you can't altogether blame him—is so anxious to sell me a pair of shoes that he forgets the more important thing of selling me a comfortable fit. He gets rid of me as quickly as he can instead of selling me the best shoe service he can; I soon find that the shoes pinch a bit here and rub there and by the time I have broken my feet to the shoes I resolve to go elsewhere next time my feet give the word.

So much for the mechanics of it. But training the sales force is something more than showing how to give the customer the most for his money. As already stated, the salespeople are translators of the store's policies. That means establishing confidence between the management and the selling force, for without confidence there can be no real accomplishment. An ever-changing store personnel is often the result of a proper lack of interest beyond average daily sales. And a lack of interest toward the sales person naturally means a disinterested attitude toward the customer.

These things are all factors in value-giving service, whether in store, office, shop or factory. If the right attitude does not exist in the front office, it can't exist down the line, for isn't it a fact that every institution is the lengthened shadow of a man? In other words, if people are going to take time to give better service and to learn how to serve through a developed faculty of *known values*—and it is such service and knowledge that pay the greatest dividends—if people are going to do these things, then it must be a matter of the heart as well as the head.

A good advertisement cannot be written unless the writer throws his soul as well as his ability into it. Of course, he can just potter along like many an order-taker behind the counter; but unless he injects the fire of appeal into what he writes—and he can't do that without enthusiasm—he simply fills so much space for so much of somebody else's money.

And Speaking of Advertising

Advertising is salesmanship in print; and what is true of the human salesman is true of advertising—it must get down to value facts.

There has been a lot of advertising that has won the admiration of readers by some trick of presentation. But the words have slipped out of mind as readily as they slid in, the result being that no impression remains of the thing advertised.

Again, a lot of advertising has been done during the war simply for the purpose of spending the money that way. This has hurt advertising. Money spent just for the sake of spending has resulted in careless copy which apparently pulled when everyone was buying, but which fell short on a *selling* market. It brought advertisers into the field who had no earthly business there as advertisers. It established a totally erroneous idea of the true function of advertising—to sell goods—and that is very bad for advertising. It might have a tendency to lower advertising-service standards by reason of the easy money appropriations, if someone rendering the service wasn't everlastingly on the lookout to see that the service didn't suffer.

But advertising comes fully into its own when planned to sell goods instead of some extraneous thing. And there is nothing that will re-establish dollar-value more quickly than sane values sanely presented through sane advertising. Fol-de-rol and "pick-me-up-and-carry-me-or-I'll die" type-and-picture arrangements must be put on the shelf for a while. The dollar will never be wheedled back by mere trick of speech; it must be *crow-bar'd* back by the might of honest values capably presented.

And this will be a splendid thing for advertising: the man or concern that sees the sales results from advertising that sells the goods will not quickly return to the kind that sells only the eye. For advertising that sells the goods works hand in hand with the man behind the sale. It speaks of the same values he speaks of; it makes the same respectful, forceful appeal which he makes; and the measure of its worth, like his, are the customers it wins and holds.

Making the Mailed Salesman Earn His Way

He Won't Do It Lying Around the Office or Wandering Blindly Over the Country

By R. J. REHWINKEL
Advertising Manager, McCray Refrigerator Co.

WOULD YOU allow a $10,000 a year salesman to sit around your office and then believe that just because he is on your pay roll he will bring in business for you without going out on the road and going after it? Would you entrust your office boy or your office girl with the responsibility of routing this high-priced salesman or would you let him go without a definite route? You say emphatically, "no," but isn't it a fact that your expensive direct-by-mail salesman is often handled just that way?

WHY NOT FOLLOW THROUGH?

Much thought and time are spent in planning and designing a piece of direct-by-mail; good money is spent in art work and in engraving and many a direct-by-mail campaign is much more expensive than a $10,000 salesman, but when it comes down to getting this salesman out in the territory and routing him properly, this most important part is left up to an irresponsible person in your office. The printers and producers of direct-by-mail advertising, the agency men and the advertising men in many cases believe that the work, as far as their part is concerned, is done when the job is completed and ready to mail out.

Producers of direct-by-mail advertising would get many more come-back orders if they would take a little time to investigate and find out whether their clients are really sending out the literature produced and whether they are sending it out in a systematic manner so that it can get results. I personally know of several cases where a producer of direct-by-mail advertising lost out, not because the piece he produced was not capable of bringing results, but simply because he did not investigate and find out whether the client had sent out the literature at the time when it should have been sent out.

GOOD ROUTING ESSENTIAL

To get your direct-by-mail salesman to bring in business, you must not only send him out, but you must send him out in accordance with a definite route and into a territory where you can expect to get business.

The company I represent distributes its products through branches and exclusive agencies. These branches and agencies travel salesmen who cover their respective territory.

In this way we practically cover the entire United States. The advertising manager has on his desk a route sheet for our direct-by-mail salesmen. This route sheet is compiled in the following manner: The territory of each of our branches and agencies is divided into eight sections. These sections are circularized one week apart, or, in other words, every branch and agent's territory is covered every sixty days. By handling this circularizing in this manner we send some circulars into every one of our branches and agent's territory each week. We go further than that; we take the territory of each individual salesman who travels from the branch or agency, and arrange it so that we send some advertising matter into the territory of each of our different salesmen. We manufacture five distinct lines. We cover the entire line at one time, not with one circular, but with five distinct circulars. The sections are grouped so that one will dovetail into the other, thereby avoiding the expense of a salesman making a long jump.

Not only has the advertising department at the factory a route of the direct-by-mail salesmen, but each branch and agency has a route covering its respective territory; it knows exactly where the factory is circularizing, and in addition to that we advise it every time that we circularize a section. In this way the branch manager can route his salesmen according to the territory which is circularized, for he knows exactly what territory was circularized last week and from what territory he may expect to get inquiries.

HELPING THE SALESMAN

To make every direct dollar bring back five, you must follow your di-

rect-by-mail salesman with a flesh-and-blood salesman. This is a thought I would like to bring out briefly. All inquiries which our company creates through its direct-by-mail advertising come to the factory. These are immediately referred back to the branch or agency which covers the territory in which the prospect is located. The branch office in turn gives this prospect to the salesman to call on.

If we get an inquiry from Bill Jones, say, at Rockford, Ill., our salesman goes to Rockford to call on the man who sent in the inquiry, and while there he works the town. The salesman knows that all to whom we sell have been recently circularized by the factory.

Another serious mistake which is often made by users of direct-by-mail advertising is, they get out a broadside whenever they get the notion. Whenever they see business slipping they send out the entire lot of it at one time. What is the result? They get plenty of inquiries, yes, plenty of them—more than they can handle. Their facilities are inadequate and their selling organization too small to have each inquiry followed up promptly both by mail and salesmen. What happens? Valuable inquiries which cost them good money are wasted and good sales are lost to their competitors.

I want to mention here that we aim to answer all inquiries very promptly. In nearly all cases, they are answered the same day they reach us. The original inquiry together with a prospect file card in duplicate is sent to the branch, the duplicate card goes to the salesman, and the original is kept on file at the branch. The factory also keeps a file card of the prospect, and in addition to following this prospect by personal call, we also follow it by letter from the factory.

Another big mistake which is often made by direct-by-mail advertisers is that the sending out of the advertising literature is left up to the branch, the agency and the dealer. Their business is to sell goods, and in ninety cases out of one hundred, they do not send out this literature, or at least not in a manner in which it should be sent out. What happens? Thousands of dollars of direct-by-mail literature is found on the shelves and in the stockrooms of these dealers, branches and agencies. If you don't believe it, go around and call on some of your branches and dealers and find out for yourselves just how much of your literature they have on hand.

You will soon find out that your direct-by-mail salesman is lying around on the shelves or on the counters of the dealers instead of being out on the road working. I think that a large percentage of the enormous waste of advertising matter can be eliminated if less of it is sent to the dealer and more of it to the consumer or prospect.

The company I am with has a record of all inquiries received and we expect our branches and salesmen to report to the factory as to what happens to every prospect we send him. It is from this record that we compile our statistics which show that during our fiscal year 1920 we produced more than $5 in gross sales from every dollar spent in direct advertising. This return per dollar spent includes the cost of the circulars, the postage, and the time for addressing. It represents the results of a direct-by-mail campaign of nearly 2,000,000 pieces.

"Want" Advertisements Win Seat in Congress for Woman

Through a campaign of "want" advertisements in all the papers of Muskogee, Okla., Miss Alice M. Robertson, anti-suffragist, won her election to Congress, according to a special dispatch to the New York *Tribune*. She is the second woman to be elected to the National Legislature.

Miss Robertson, who owns a cafeteria in Muskogee, used advertisements with headings indicating that they were about her cafeteria, named the Sawokla, an Indian name. In the body of the advertisements, however, there were "heart-to-heart" paragraphs on the political situation, telling the voters why they should cast their ballots for the owner of the restaurant.

Restrained From Using Coca Cola Trade Mark

In a suit at Wilmington, Del., this week, Judge Morris in the United States District Court declined to dismiss the bill and granted a temporary restraining order in the suit of the Coca Cola Bottling Company vs. the Coca Cola Company.

The defendent is enjoined and restrained from infringing the property rights in good will and trade mark granted by the contract. This does not, however, dispose of the matter permanently.

Sherwin-Williams Advances Lemperly and Jaap

H. D. Whittlesey, vice-president of the Sherwin-Williams Company, Cleveland, has announced that C. M. Lemperly, who has been advertising manager for many years, has been appointed director of publicity. Mr. Lemperly will have executive supervision of all branches of the publicity work, including advertising, decorative, printing and sampling and the new merchandising and sales research divisions. He will devote most of his time to the working out of merchandising, research and resale plans in the executive sales department.

G. W. Jaap has been appointed advertising manager. He has been assistant advertising manager the past few years, and at one time was with the Chalmers Motor Car Company of Detroit. He will handle the magazine, trade journal and all other forms of advertising work.

Douglas Shoe Account With O'Keefe Agency—Frank L. Erskine Resigns

The W. L. Douglas Shoe Company of Brockton, Mass., pioneer advertiser placing its advertising direct, has appointed the P. F. O'Keefe Advertising Agency of Boston to handle its account.

Frank L. Erskine has resigned his position as advertising manager of the company.

Robert Frothingham, Jr., American Secretary in London

Robert Frothingham, Jr., son of the former advertising manager of *Life* and later of *Everybody's Magazine* and the Butterick publications, has been appointed to the secretaryship of the American Chamber of Commerce in London.

Dante Pierce Succeeds His Father as Publisher

Dante Pierce, son of the late James M. Pierce, according to the will of his father, inherits 51 per cent of the estate and becomes publisher of Pierce's Farm Weeklies, the *Iowa Homestead*, *Wisconsin Farmer* and the *Farmer and Stockman*.

Franklin Auto Promotes Maney

President H. H. Franklin, of the Franklin Automobile Company, Syracuse, N. Y., announces the appointment of A. G. Maney as director of distribution. Mr. Maney has been serving for some time as assistant to the president in connection with the merchandising end of the business over which he now has direct supervision.

Annual Taylor Society Meeting, December 2-4

Scientific management in the sales department, labor management, production, and the standardization of products are the subjects which the Taylor Society will consider at its annual meeting to be held at the Engineering Societies Building, New York, December 2, 3 and 4.

Preliminary reports from the investigating committees appointed at a conference of one hundred and ten sales executives held in New York, June 25, will be heard at the first session on December 3. These reports will deal with the organization and functions of the Sales Engineering Department, Sales Operating Department and allied subjects. At the following forenoon session, Melvin T. Copeland, of Harvard University, will speak on "Standardization of Products as a National Economy." Alfred L. Smith, director, Music Industries Chamber of Commerce, will treat on the "Standardization of Products as a Trade Economy," and Willard E. Freeland, sales engineer, Winchester Repeating Arms Company, will show the "Standardization of Products as a Plant Economy." John R. Dunlap, the Engineering Magazine Company, will preside at this session.

On Saturday afternoon Paul T. Cherington, secretary, National Association of Wool Manufacturers, will discuss the papers delivered in the morning from the "Point of View of the Manufacturer"; Howard Coonley, president, Walworth Manufacturing Company, Boston, will do likewise from the merchandiser's angle; Morris L. Cooke will give the industrial engineer's opinion; William H. Johnson, president, International Association of Machinists, organized labor's viewpoint; and Edwin F. Gay, president, New York Evening Post Company, will close the session by telling how the consumer "sizes them up."

The New York Globe

DURING the period of readjustment, apparently closely upon us, the advantages offered advertisers by flat rate newspapers will become more and more apparent.

¶ On expiration of existing contracts and on all new business since August 1, 1920, the New York Globe has been on a flat rate—local and foreign.

¶ Advertisers not desirous of making firm contracts for a full year are rapidly recognizing the advantages of doing business with The Globe and other newspapers selling space on flat rate basis.

¶ Under the new rule of The Globe a man with a one-inch ad one time, no matter where he does business, pays the same rate as the large local retail shop able to use 100,000 lines in a year.

¶ The Globe likewise pays to agents commission on both foreign and local advertising and absolutely protects them by refusing to allow commission direct to advertisers except in the case of those using 50,000 lines or more, when a wholesale rate exactly equal to gross rate less agents' commission applies.

¶ These are simple practices, but very few newspapers have reached the point of development to rigidly enforce them.

MEMBER A. B. C. **THE NEW YORK GLOBE** 170,000 A DAY

JASON ROGERS, Publisher

The Purposes of Advertising Analysis

How Visualizing the Aims of the Campaign Helps the Advertiser and the "Space" Salesman

By CHALMERS LOWELL PANCOAST
Director of Merchandising

THE advertising salesman who forges ahead today is the man who can sell his market, rather than the man who can merely talk circulation and comparative facts. It is almost impossible to take the knock out of a solicitation when comparing one list of mediums with another. When the salesman can lay before an advertiser a carefully analyzed plan regarding the sales possibilities of a certain market, he is then a creative worker and not a destructive one.

Many advertising salesmen have come to realize that a detailed, written plan helps the advertising salesman to accomplish greater results, because he is laying a foundation for permanent advertising in that field.

When the advertising salesman can talk absolute facts regarding a market and leave behind a carefully worked-out, detailed market plan with a prospect, it is like planting seeds in fertile soil.

Another reason the written plan is of great assistance to the modern advertising salesman is that many advertisers request the salesman to put his proposition in writing so that it may be considered by members of the firm or at a directors' meeting.

During 1919 I wrote and submitted fifty-four definite market plans; twenty-two of which resulted in business. There is nothing unusual in this record except that I set out with the idea of writing and submitting a plan a week to some prospect who might be interested in what I had to sell. These plans primarily were detailed market plans. They did not deal with advertising ideas, copy or comparison of various kinds of advertising mediums. The fundamental idea was to sell a market on its own merit so long as it could be sold on that basis. Of course, in some plans it was necessary to compare one market centre with another market centre, or certain zones and trading areas with others. The most gratifying thing about writing market plans is that detailed data regarding markets is as free as the air, and every advertising salesman has access to this material. However, it is very astonishing that so few market plans are prepared and presented to advertisers for consideration.

THE PLANS ANALYZED

There are two kinds of market plans: preliminary and detailed.

The preliminary market plan is based almost entirely on distribution facts, rather than advertising data. This has to deal with things which are of more interest to sales managers than to advertising managers, although it should not be. However, the average sales manager is very quick to appreciate facts which are presented in the market plan, while the advertising manager is more concerned with the collection of media and copy data. The reason for this is because the sales manager appreciates the many difficulties in securing distribution, or in stimulating distribution that already exists.

Preliminary market plans are presented for many reasons. The first of these may be to interest a manufacturer in extending his market; the second to change the selling policy of his firm and the third to analyze the present distribution. Still a fourth may be to prove the possibilities of increased distribution, while a fifth may be designed to show the value of merchandising advertising to retailers and jobbers. In fact, the purpose of a preliminary plan is to develop new business rather than to attempt to get business away from a competitor.

Creating business is constructive, while an attempt to break down or change business policies already created is destructive. However, there are times when existing policies are not practical and are being operated at a loss. If a preliminary market plan can be made to bring out facts and it proves that an existing policy is detrimental to the growth of the business, this contention should be backed up with absolute facts to prove the change is warranted.

Next in importance to the purpose of the preliminary market plan is the appeal. The appeal may be made to all classes of advertisers, regardless of what methods or mediums they are using.

Detail market facts are of greatest interest to national advertisers who are using magazines, newspapers, and, in fact, nearly all forms of advertising. In covering every major and minor market centre in the United States, they are naturally interested in securing all the detailed information regarding the various markets they possibly can secure. Many of the large national manufacturers have divided the country into trading or jobbing zones. Some of these zones represent a "peak" for profit; or a "peak" in selling possibilities. These "peaks" or major markets are given more careful consideration than other markets.

Other national advertisers are interested in detailed market plans, and the facts secured enable them to plan how to best reinforce their national campaigns by means of local mediums.

Detailed market statistics are of vital importance to advertisers having well defined jobbing territories or zones of merchandising. Also to manufacturers of a new product, which needs the most profitable market in which to turn over the product quickly.

ORGANIZED ANALYSIS

Today there seems to be a tendency on the part of big manufacturers to establish statistical departments for the purpose of securing information on the most profitable and responsive markets for their particular product. There are certain manufacturers who sell only in the big centers, while others sell in the small towns and in the country. There are manufacturers who distribute to the jobber only and the manufacturer's salesmen call only on the jobber, eliminating the retailer entirely from their calculations.

Many manufacturers are changing from jobber to retailer distribution, and other manufacturers are changing from direct-to-dealer to the jobber. In making these changes it is absolutely necessary for the manufacturer to make a very careful study of markets and for this reason the advertising salesman who is prepared to go into detail on the selling possibilities of his market has a better chance

Collier's

THE NATIONAL WEEKLY

5¢ a copy



Thermo Sport Coats and Collier's

The Swansdown Knitting Company is using Collier's as the backbone of its 1920 national advertising campaign.

Read Collier's

of getting to the manufacturer than has the solicitor who can merely talk circulation of his medium, or how much better it is than another medium in that particular section.

THE PRELIMINARY AIMS

The preliminary market plan is designed to accomplish the following:

First, to secure national distribution on any product.

Second, to increase and strengthen distribution on an old product.

Third, to broaden the sales outlet, or to place before the manufacturer all the classes of dealers who might possibly consider his product.

Fourth, to stimulate the dealers' interest.

Fifth, to strengthen relations with the dealer.

Sixth, to change from jobber to dealer.

Seventh, to change from selling direct to the retailer to the jobber.

Eighth, to eliminate broker and jobber.

Ninth, to open a chain of retail stores.

Tenth, to establish exclusive agents or dealers.

Eleventh, to change from agents' house-to-house to dealer.

Twelfth, to change from house-to-house and also orders taken through dealer influence.

These are only a few of the many important steps which various manufacturers are trying to accomplish in merchandising their goods. All of these steps present intricate problems, which can only be solved through a careful study of market facts, that have a direct bearing on these projects or the results desired to be accomplished.

In order to be of value to the manufacturer or prospective advertiser, a market plan must show conditions as they are, and not resort to theory regarding that market. This means that the advertising salesman must be in a position to analyze local conditions very carefully with a view of giving the manufacturer or prospective advertiser authentic information on which he can base his plan. The old way of experimenting in advertising in certain markets has passed. The blue sky has been taken out of advertising because certain markets have revealed facts which makes it possible for a manufacturer to go ahead knowing that the results will be worth the effort he is putting into that market.

In analyzing and showing the conditions of a certain market, there are certain things which must be brought out very clearly.

First, condition and attitude of jobbers who handle new products.

Second, is the market overloaded or short of that kind of merchandise?

Third, are sales slow or are they moving rapidly?

Fourth, is there a prejudice to overcome?

Fifth, how is the line regarded by jobbers?

Sixth, attitude of jobbers' salesmen, and possibilities of securing their co-operation.

Seventh, do they conflict with the manufacturer's salesmen?

Eighth, what is the extent of trade co-operation?

Ninth, past conditions; are they favorable or unfavorable?

Tenth, present conditions; are they favorable or unfavorable?

In addition to these essential points, which are necessary to bring out in a market analysis or investigation, it is just as important to analyze the manufacturer's business in connection with its relation to that particular market, but this is a very large subject in itself which requires special treatment.

The preliminary market plan concerns itself almost entirely with distribution problems and conditions of the market.

The detailed market plan follows closely on the heels of the preliminary plan and brings to light specific information regarding selling, distribution and advertising in that particular market. In this respect it is more like a mining prospect which gives the history of the sale of certain kinds of products in that market and the security the manufacturer may depend upon to bring about a success for his efforts in that particular market.

In other words the detail market plan is the plan of action.

Atlanta Plans Huge Pageant for Convention

A huge pageant, illustrating the growth and development of advertising and printing from the earliest historical and authentic records down to the present time, will be one of the important features of the 1921 convention of the Associated Advertising Clubs of the World, to be held in Atlanta, according to an announcement of Dave Webb, president of the Atlanta Advertising Club. Officials of the convention are now considering its possibilities.

Paper Plant Planned in North Carolina

The Consolidated Pulp & Paper Company, lately organized and incorporated at Elizabeth City, N. C., plans the construction in that city of an enormous plant to manufacture pulp and paper, according to an announcement of W. S. Taylor, chairman of the Board of Directors. The company is incorporated with $1,500,000 capital.

A. B. C. to Tender Luncheon to L. B. Jones

As a tribute to the untiring efforts of L. B. Jones in behalf of the Audit Bureau of Circulations that organization will tender a luncheon to its late president at the Hotel Biltmore, New York, at 12.30, November 18. The luncheon will also mark the installation of O. C. Harn as president. A regular meeting of the Board of Directors of the Bureau will be held on November 19.

Thompson Addresses Representatives

P. L. Thompson, advertising manager of the Western Electric Company, was the speaker at the November luncheon of the Representatives' Club of New York, held at the Pennsylvania Hotel on November 8. In the course of his address on the subject of "Taking the Blue Sky Out of Institutional Advertising," Mr. Thompson made a strong plea for a clearer conception on the part of the representatives and a clearer presentation by them of the advantages of national advertising. Balloting at this luncheon resulted in the election of George Alpers, of the Metropolitan, as director to succeed H. C. Daych.

McCready Business Publishers' Head

Robert H. McCready, of the McCready Publishing Company, was elected president of the New York Business Publishers' Association to succeed Harry W. Tipper, of *Automotive Industries* at the annual meeting of the association held on November 8. J. Malcolm Muir, of the McGraw-Hill Company, becomes vice-president, and C. S. Baur, of *Iron Age*, secretary. E. J. Buttenheim, of the *American City*, will continue as treasurer. Those elected to the Board of Directors for the new term were Harry W. Tipper, Roger Allen and Robert Luchars.

The principal speaker at the annual meeting which followed dinner at the Automobile Club was G. A. O'Reilly, vice-president and manager of the Foreign Trade and Business Research Departments of the Irving National Bank.

Sphinx and Richardites Hold Entertainment

Entering fully into the spirit of the evening, the Poor Richard Club of Philadelphia at an entertainment given in its honor by the Sphinx Club, Tuesday, at the Waldorf-Astoria, New York, produced a musical skit in which a number of pretty girls chanted the merits of articles manufactured in the "Quaker Town."

President R. F. R. Huntsman, of the Sphinx Club, presided, and the speakers included Karl Bloomingdale, president of the Poor Richard Club; Job Hedges, Rowe Stewart, president of the Associated Advertising Clubs of the World, and E. J. Chattel.

Two New Business Papers for South

Two new trade journals for the Southern field are to be launched by the W. R. C. Smith Publishing Company, of Atlanta, January 1st. One of these will be known as *The Electrical South* and will be devoted to the interests of electrical jobbers, dealers and contractors and the commercial departments of central stations. The other will be known as *The Southern Automotive Dealer* and will be published to serve the interests of automobile, truck and tractor distributors and dealers and automotive equipment dealers.

"A Woman's Place" in Poster Advertising

Mrs. Jones' Career Is Interesting Reading for Those Who Encourage "Doers"

By E. WALTER OSBORNE

ABOUT the middle of July this year a writer on a St. Louis newspaper decided that "a woman with enthusiasm for her job and the common sense to refrain from capitalizing her femininity can succeed at anything."

Like ninety-nine and nine-tenths per cent of all such philosophical abstractions on the same ever-fascinating subject this one was inspired not by thoughts on womankind in general, but upon one woman.

A DELEGATE AT ST. LOUIS

About the middle of July the Poster Advertising Association met in convention at the Hotel Statler in St. Louis and one woman delegate answered "present" to the roll call. She was Mrs. Carolyn G. Jones, of the Jones Poster Advertising Company, Rome, Ga., and the aphorism with which this article begins was a generalization from the story of her career as she told some of it to the St. Louis interviewer.

More recently, at our urgent request, Mrs. Jones has added enough to the high lights reflected in the St. Louis story to enable ADVERTISING & SELLING to draw a fairly complete picture of her life as a poster advertiser.

It began suddenly and out of a tragedy about five years ago when, within ten months, her ten-year-old son and her husband died, leaving her, as she describes it, "helpless, distracted, grouping for even a little thing that might help me to pick up the threads of life and go on."

"I soon saw," she continues, "that there were decisions and problems of business arising in the winding up of my husband's affairs which could be handled by me only. Finding that concentration upon these matters left fewer moments for dwelling upon my sorrows, I determined to plunge whole-heartedly into business."

In settling up her husband's prosperous business as executrix of his estate, her interest was piqued, not by his banking or plantation operations, but by one minor line to which he had scarcely ever referred. This was a poster advertising service which had been carried on to a limited extent in her home town of Cartersville and in the neighboring city of Rome. She determined to wind up the other affairs and to devote her attention to this service.

EXPANDING THE SERVICE

Demonstrating that there was no half-hearted dilettantish enthusiasm



Mrs. Carolyn G. Jones

about her venture, she not only rebuilt the Rome plant and put it into the Double A class but, within a year, had personally superintended the building of plants in ten more towns.

This work meant driving about in her car in blistering sunshine and biting wind—for even Georgia has its biting winds—and sitting patiently for long hours directing the efforts of the inexperienced labor of the war period in the task of building plants that must conform to the rigid specifications of the Poster Advertising Association. It meant doing all the office work and superintending the activities of a crew of bill posters, and, of course, such routine work as soliciting business, selecting advantageous localities for billboards, dickering for land leases, and with lumbermen and carpenters for material and labor.

Her territory now covers the towns of Rome, Cartersville, Calhoun, Plainville, Adairsville, Kingston, Cass, Emerson, Allatoona, Taylorsville, Stilesboro and Lindale. Within the last six months she has enlarged all of her plants fifty per cent.

Notwithstanding all this business activity, Mrs. Jones assures us that she finds time to keep in touch with her friends and their social activities, to maintain her church interests and sing in her church choir as first soprano, to belong to the country club and swim, dance, golf, and even gossip over a game of bridge or a cup of tea like any other "female of the species." During the war she was a lieutenant in the Red Cross Motor Corps and did hard work in that capacity.

DOING BUSINESS "MAN FASHION"

She has even found time to formulate a business philosophy that wins our hearty commendation as a guide for other women in business.

"A woman is not handicapped by her sex in business if she consciously and conscientiously avoids abusing her privileges as a woman," she says. "I deal wholly with men, and I put my proposition to them in a straight business fashion. When I go to a firm to solicit its outdoor advertising, I act as common sense dictates. Without training in business, I have had to invent my own method of salesmanship, using common sense knowledge of human nature. Those methods, combined with the enthusiasm I have always had for my job, have brought success. Of all these factors, however, the greatest is enthusiasm. Without enthusiasm I could not have made good."

Being masculine by persuasion and sympathies and therefore suspect of masculine prejudice we merely set down, without commenting upon it, the fact that when Mrs. Jones was invited to join the Rome Chamber of Commerce—being the only woman in the city so honored—she declined upon the grounds that "it would make it uncomfortable for the men to have one lone woman about."

W. S. Preston With Randall Co.

William S. Preston, until recently director of production for Critchfield & Co., of Chicago, has joined the Chicago staff of the Fred M. Randall Company, and will handle copy, contact and sales work.

Previously, Mr. Preston was advertising manager of the Scholl Manufacturing Co., Chicago; with the Chicago office of Green, Fulton & Cunningham, and with Marshall Field & Co.

Humor Scores in the Advertiser's Appeal

It's Better Than a Too Positive or a Too Negative Tone, Copy Writer Declares

By LOUIS E. SHECTER

TO START an argument among a group of advertising men is easy, especially when the question concerns copy viewpoint. And this naturally speaks well for advertising men generally, for so long as advertising continues, so long different copywriters will and should stand up for different copy "slants."

Frankly, I must admit that under certain conditions each kind of appeal which has been championed has its merits. Each has met with its quota of success and each has its sworn followers.

But returning, if I may at this late date, to the viewpoint that George F. Whitsett took in his article in Advertising & Selling some time ago against "Poisonous Advertising Copy," to my mind, the purpose of a piece of copy is to produce a state of mind that will promote believability. Believability is half the battle. The man who reads a statement and doubts it will dismiss it from his mind. On the contrary, if he believes the statement it will make an impression upon him and he will remember it.

Some Degrees of Interest

The advertising man on the outlook for reader interest has a valuable lesson to learn from the hail-fellow-well-met traveling salesman (not the faking Jazzbo) who would entertain the Y. M. C. A. gang with stories of past merriment and in the end sell them his most wonderful safety razor. As a contrast you have the insurance man who, having made two chance acquaintances, soon puts them both to sleep with insurance mortality statistics. Not that the traveling salesman has the better personality or proves himself more genial, but he simply puts his hearers in a receptive frame of mind.

To me, the idea of getting the reader in the proper frame of mind for entertaining your selling argument is uppermost. Leaving the extremes of positive and negative appeals which are likely to awaken doubt, a subtle, somewhat nonchalant, yet sincere statement has the effect, if it is carefully put, to psychologically sell the argument before it is presented. In other words, if the thought presented is of an obvious, uninvolved nature, likely to appeal to the average man as human and true, an important step has been made to produce and hold the interest of the prospective buyer. A favorable impression has been registered and the rest is comparatively easy.

Needless to say it requires a very clever and, perhaps, I may add careful advertising man to produce such copy. The effectiveness of "humor interest" copy, as I call it, is enhanced by the very subtle suggestiveness and easy readability and for that reason the more care is necessary in preparing that type of copy.

And humor being such a fickle thing, it really takes an artist of the first magnitude to accomplish the needed effect. A clever combination of humor and humanness is required. In fact, being human should be just as important a matter with an advertising man as being truthful.

The point is illustrated by Joseph Katz, Baltimore manager for Ruthrauff & Ryan, and head of the Katz Advertising Agency. There's such simplicity, such earnestness, that the reader is necessarily impressed. It is, in the real sense of the word, human copy. And while the lay is now a bit worn, the example holds its strength.

On certain occasions, of course, a little pathos is really much more effective than humor ever could be. My fellow anti-prohibitionists will agree with me that the pathos appeal is employed in the following:

Prohibition — and Spring Neckwear

Prohibition has even left its mark on the spring neckwear.

They're rather sombre—the styles on the next order are—with a touch—rather than a riot of color.

Spring stripes are narrower. Prices, $1.00 to $4.50.

But, all in all, Shakespeare was right. He had exactly the right idea. He knew human nature and the advertising men of today can learn many a point from his writings, displaying as they do his wonderful knowledge of humanity and human nature. When he makes Antony say, "Friends, Romans, Countrymen, lend me your ears. I come to bury Caesar, not to praise him," we involuntarily ask, what more subtle speech was ever made?

True, not much humor in that speech, but what would you expect in a funeral oration? Yet the principle is really the same. With clever, well-chosen words, he first wins the confidence of his hearers, the people, and then gradually works them over to his side.

I know this point of view is going to meet with the disapproval of many advertising geniuses who hold to the theory of straight-from-the-shoulder copy without deviation or digression. Perhaps some of them will show me the error of my thoughts. Yet, till that happens, I still hold—Between Positive and Negative Appeal—Give Me Humor Interest.

Erwin, Wasey & Company Has Packard Account

The Packard Motor Car Company of Detroit, Mich., has placed its advertising in the hands of Erwin, Wasey & Company, of Chicago. The account of the Packard Motor Car Company of New York, for the present, remains with the George L. Dyer Company.

Redfield Advertises New Dress Lining for Lesher, Whitman & Company

The Redfield Advertising Company, New York, is handling the advertising of a new dress material known as crepe mohair for Lesher, Whitman & Company, New York. National magazines and business publications will be used.

Sherman & Lebair, Inc., New York, will continue to handle the advertising for coat linings made by Lesher, Whitman & Company.

Shumway Has Ipswich Hosiery Account

The advertising of Ipswich hosiery, which hereafter will be carried on through the selling agents, Lawrence & Co., has been placed in the hands of the Franklin P. Shumway Company of Boston.

This agency is now placing advertising also for E. B. Harris, Boston, selling army supplies; Oriental Tea Co., Boston; Hilliard & Merrill, Inc., Lynn, Mass.; Dunlap, Cooke Co., furs; R. & L. Shoe Co.; Eastern Radio Institute; W. A. Wilde Co.; Forbes Lithograph Mfg. Co., and E. A. Buck, hunting boots, all of Boston, Mass.

Fuller & Smith Direct Dunlop Advertising

Fuller & Smith of Cleveland, Ohio, are directing a campaign for the Dunlop Tire & Rubber Corporation, Buffalo, N. Y., to introduce the Dunlop cord tire.

Schiele Handles Iron and Steel Advertising

The Schiele Advertising Company of St. Louis is placing advertising for the Joseph Greenspon's Sons Iron & Steel Company of that city.

Akron Agency Gets U. S. Truck Account

The United States Motor Truck Company of Cincinnati, Ohio, has selected the Akron Advertising Company, Akron, O., to direct its advertising and formulate its merchandising plan.

Gundlach Handles New Advertising

A new line of advertising of clothing and blankets is being placed through the Gundlach Advertising Agency by Homer Whitman Company of Chicago.

Gunnison to Advertise Funeral Directors

Fairchild Sons, Inc., "The Lefferts Place Chapel," funeral directors of Brooklyn, N. Y., has named Stanley E. Gunnison, Inc., as its advertising counselor and agent.

American Magnestone With Mace Agency

The American Magnestone Corporation, Springfield, Ill., has placed its advertising with the Mace Advertising Agency, Peoria, Ill. Copy and schedules are now being placed with general and class magazines on "American Magnestone Stucco."

South America Advertising Service

F. F. Lopez, F. R. Senften and C. F. Root have organized the South America Advertising Service, 150 Nassau street, New York, with a capital of $10,000.

W. W. S. New Advertising Firm

W. W. S. Corporation has been organized in Manhattan by B. P. Maurer, W. W. and E. P. Smith, 981 Madison avenue, to engage in advertising and promoting. The company is capitalized for $10,000.

Hernandez, Harrods' Advertising Man in Buenos Aires

W. Hernandez, for eleven years manager of the Spanish department of the J. Roland Kay Company, Chicago, has been appointed advertising manager for Harrods, Ltd., of Buenos Aires. He will sail from New York on November 30.

Picard & Co. Moves

Picard & Co., Inc., New York, has moved from 50 East Forty-second street, New York, to 16 West Forty-sixth street.

Tucker Agency Publishes "All America Review"

The Tucker Agency, Inc., of New York, is publishing a monthly house organ, the *All America Review*, for the All-America Cables, Inc.

Grape-Ola Company in Receiver's Hands

Jesse W. Ehrlich has been appointed by Judge Mack receiver under $10,000 bond for the Grape-Ola Products Corporation, New York, and plant at Fredonia, N. Y., in an equity suit filed by Zalkin & Cohen for Rode & Brand, creditors for $3,113. Liabilities are stated at $325,011, of which about $186,000 are secured, and assets are estimated at $431,000.

Freund, "Jack O'Leather" Advertising Head

Morton Freund, formerly assistant advertising manager with the Bauman Clothing Corporation, New York, is now advertising manager of J. J. Preis & Co., makers of Jack O'Leather suits for boys.

Oklahoma City Women Start Advertising Club

A Woman's Advertising League organized in Oklahoma City, Okla., recently, has elected Miss Leno Osborne, of the *Daily Oklahoman*, president; Miss Josephine B. Lincoln, also of that paper, vice-president; and Miss Melva Lambert, secretary-treasurer.

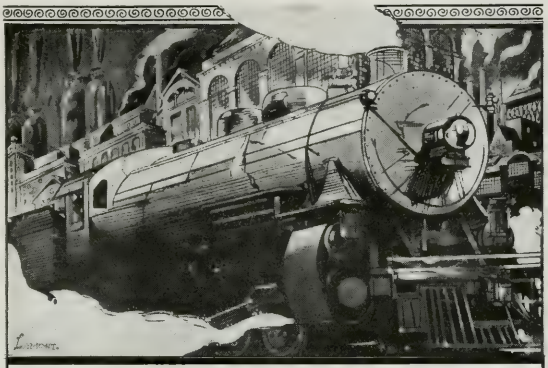
Henle and Cullen Join Triangle Service

John Henle, Jr., who formerly conducted the Henle Advertising Service, New York, has joined the staff of Triangle Service, Inc., of the same city, and will have charge of the department of direct-by-mail advertising.

George B. Cullen, who was sales promotion manager for the Ebling Brewing Company, New York, since his return from service, has joined the staff of Triangle Service, Inc., and will have charge of the merchandising of food and drug products.

Ellison Represents Stalker Agency

George B. Ellison, for the past year on the advertising staff of the Toledo *News-Bee*, has resigned to become field and service representative with the Stalker Advertising Company of that city.



TRANSPORTATION

Louisville, as an industrial city with more than five hundred factories, is ideally situated from the standpoint of transportation.

Nine big railroad systems, traversing the richest farm land sections, reaching the large population centers and export cities and tapping the important sources of raw material, radiate from Louisville.

Terminal belt line connections, assuring the best of traffic facilities for the efficient movement of all material and products, perfect the operating efficiency of Louisville's railroads, while water transportation, by the Ohio river, relieves congestion and stabilizes rates.

The Louisville Industrial foundation, which has a million-dollar factory fund, and which has located forty industries since its organization, will be glad to hear from and co-operate with manufacturers who are seeking a desirable location.

Louisville's transportation is all that could be desired; her industrial future is assured; all national advertisers will find it a most productive market when reached through Kentucky's largest morning circulation, that of

The Louisville Herald

Kentucky's Greatest Newspaper

Eastern Representative: Kelly-Smith Co., Marbridge Bldg., New York
Western Representative: John Glass, Peoples Gas Bldg., Chicago
Southern Representative: Geo. M. Kohn, Candler Bldg., Atlanta
Pacific Coast Representative: R. J. Bidwell, San Francisco, Cal.

ONE OF THE SHAFFER GROUP OF NEWSPAPERS

Exclusive Agency, or an Open Field?

It Depends Upon the Nature of Your Line, but These Views Will Help You to Decide

By JOHN M. SCHLACHTER

Of R. A. Bartley, Wholesale Grocers, Toledo, Ohio.

MANY TIMES a manufacturer long engaged in producing a line of merchandise that is consumed within a radius of a few hundred miles of his plant is confronted with the desire to expand his field and then the question bobs up: "How shall I enter this proposed new market—which selling arrangement will secure not only the quickest distribution for my product but also the most permanent relations—the exclusive selling agency or the open account arrangement?" Often a new company entering the selling field is puzzled with the same issue.

And with the prospect that manufacturers are beginning to catch up on orders and without much doubt soon will be in a position to again actively engage in merchandising and, with that, look for broader markets, this question assumes new proportions. Therefore, a perspective of policies and methods pursued may be illuminating.

BUILDING DISTRIBUTION

A Southern manufacturer of a well-known line of cereal products which are sold very extensively in the Central West through jobbing channels has, of late, taken his product out of the exclusive agency class and it is now marketed upon the open account arrangement. For years they had sold these goods through specialty men working with the jobber and, with the aid of local newspaper and street-car advertising, had built up a very gratifying business. But the time came when this company no longer could afford to give one jobber the exclusive right to sell its goods in one market although he did sell several cars a year. Because the manufacturers had popularized their distinctive, attractive package through right publicity and as a result created a wider demand than one wholesaler was able to care for. So, in spite of very amiable manufacturer-jobber relations, these makers were forced to permit more distributors to carry their goods. The result was that the former exclusive agent was able to still maintain his previous quota and in addition the factory supplied many new users and secured new business in this old market to the extent of double their former sales.

In this connection the makers of a nationally known table condiment express their views in this manner: "Under usual conditions we are not in favor of the exclusive account arrangement for our goods because we have found, generally speaking, that a jobber and his salesmen, too, having exclusive selling rights, may be inclined to be less aggressive through having little, if any, competitive bidding for the business on the product concerned. This prevents the manufacturer from reaching the maximum number of retailers in the territory. Some factors are:

As a rule a retailer's financial rating is looked upon in a different light by the Credit Department of every house with whom he does business. Whereas one jobber refuses to do business with this particular retailer, another will extend credit.

Each salesman has a certain number of retailers whom he does not care to sell for various reasons.

Likewise, there are numerous retailers who do not care to do business with certain houses.

An exclusive arrangement more or less takes away from the manufacturer the control and sale of his product.

Puts the distributor in a position to regulate how much or how little is sold in the territory.

Where the jobber handles more than one brand of the same item and has the exclusive rights on one he can, if he sees fit, kill the sale of either.

Exclusive arrangements prove to be handicaps to the manufacturer, as, when he decides to open up these territories, the previous arrangements he has made frequently tend to antagonize the other jobbers. Particularly is this true if it is a fast selling line. After the other jobbers forced to take on similar lines in order to compete with the jobber having an exclusive account have built up good volumes on them and are then approached on an open account basis by the manufacturer who previously refused to supply their requirements, they are not likely to be interested in co-operating.

"In justice to the other side, we must say we have found those several wholesalers with whom we have had exclusive selling arrangements for over a period of years have given unusual support and co-operation in every way. So long as this support continues and our business continues to increase in proportion to the local consumptive demand in the territory, we could hardly contemplate a change with fairness to these old customers."

Nevertheless, the new manufacturer seeking an outlet for his goods is often willing and desirous of making inducements to obtain co-operation and support for his merchandise. An Eastern manufacturer of a food product was seeking to enter the mid-West field. Other makers long established were making similar goods. So, in order to get his share of trade and make it worth the new effort required to introduce his line, he made an exclusive selling arrangement in jobbing centers and offered inducements in the way of quantity discounts and salesmen's bonuses that accomplished the desired result.

This problem, of necessity, must concern itself with products and their field of usefulness. No one would contend that such nationally

EXPANSION

WHEN the day comes upon which a concern must shape its policy of expansion—when more sales through wider distribution become essential—careful consideration must be given the means.

The writer of the accompanying article senses the need for more outlets for merchandise now being experienced by many American manufacturers. What he has to say on how to determine the merits of several systems as applied to the selling of specified products may prove very helpful at this time.

The manufacturers he quotes are real, their experiences are real, and the advice they give can be turned to real profits by any concern passing through a similar period of expansion.

THE EDITOR.



The South Is Wealthy Because—

The South Produces:

100 per cent of the country's cane sugar.
100 per cent of the country's peanuts.
92 per cent of the country's sweet potatoes.
90 per cent of the country's rice.
80 per cent of the country's early spring vegetables.
60 per cent of the country's grain sorghum.
45 per cent of the country's peaches.
35 per cent of the country's citrus fruits.
33 per cent of the country's eggs.
30 per cent of the country's apples.
25 per cent of the country's sugar.

The South Has:

40 per cent of the country's swine.
35 per cent of the country's cattle.
30 per cent of the country's milch cows.

The South Is Producing:

100 per cent of the country's bauxite.
100 per cent of the country's barytes.
100 per cent of the country's fuller's earth.
99 per cent of the country's sulphur.
99 per cent of the country's phosphate rock.
90 per cent of the country's aluminum.
60 per cent of the country's graphite.
45 per cent of the country's asphalt.
33 per cent of the country's pyrites.
33 per cent of the country's talc and soapstone.
32 per cent of the country's coal.
24 per cent of the country's lead and zinc.

In addition to the above sources of revenue, the South produces 66 per cent of the world's cotton.

Southern Newspaper Publishers Assn.

CHATTANOOGA, TENN.

advertised products as Shredded Wheat, Kellogg's Toasted Corn Flakes, Postum Cereal, Quaker Oats or Campbell's Beans would enjoy the wide popularity they do had they adopted an exclusive selling policy.

However, leaving the grocery field and broadening our vision we find many lines of merchandise that depend almost entirely upon exclusive agency selling arrangements and that are known from Boston to 'Frisco and from the top to the bottom of the land.

SELLING IN OTHER LINES

A Central States manufacturer of undergarments, who markets his goods through exclusive selling-jobbing agencies, looks at the situation from this view:

"We operate on a strictly wholesale basis, but we are very careful about placing our merchandise, and in cities of the larger size, such as Toledo, Cleveland and Detroit, we restrict our sales to one wholesaler. We do this not because of any written contract or form of agreement, but it is generally accepted in the trade that price footballing of merchandise is not permitted.

"This attitude, taken with the general policy of the company, over a long period of years, by which it has earned a name for living up to its obligations, has resulted in our getting a large degree of co-operation from our distributors right at the start and in making the majority of them agreeable to any suggestions that we offer for co-operation.

"We start, therefore, with goodwill on the part of our distributor and in most cases he sells our goods exclusively in our range of merchandise.

"Having less than a hundred distributors, you will appreciate that it is possible for us to keep in very close personal contact, and we take advantage of this personal contact in trying to get in touch with the salesmen, in the encouraging of our distributors to send their salesmen to our plant and the occasional meeting with salesmen at the headquarters of our distributors.

"We have found the plan of having men come here most successful in creating enthusiasm and putting them in position to answer inquiries regarding our merchandise with the same degree of accuracy that a direct salesman would have. We cannot go on record too strongly in our feeling that this is the prime method of getting action.

"Of course, in all lines it is not possible to do this because no wholesaler will send his men to a mill and let the mill bias them, so to speak, unless they are giving exclusive representation to the line in question. This all resolves itself back to the question of the attitude of the distributor toward the manufacturer.

"It may be the long way around, but in all our publicity—and particularly during the past few years—we have aimed our advertising ammunition at the bull's-eye that wholesaling was the logical and economical form of distribution. From this we have received more direct action in the way of distributors' endorsement of our plans than in any other campaigns we have undertaken.

"Our distributors have been very frank to go on record as to their consciousness that we were performing a service to the entire wholesale fraternity. It simply looks to us as if human nature were human nature and if you develop something more than simply merchandising, in the form of a sales policy that will appeal to the distributor, you get away from the eternal bickerings of narrow price margins and render yourself less liable to one season buying. Then, if, on top of this, you can create a favorable attitude among the salesmen of your distributors, you have a large body of men working for you.

"In our organization, we make it a habit of trying to get in touch with the salesmen so that they know us and we know them, and I believe that we can point to many spots in the United States where the jobbing salesmen are just as interested in our line as if they worked direct from the factory.

"Our advertising policy is simply a reflection of our general policy and because it is sincere and based on our belief and backed by our actions, we believe it makes friends on all sides."

A CONSTRUCTIVE POLICY

Naturally such a broad co-operative policy is sure to make and hold friends and cement relations that will assure an ever-increasing volume of trade. These methods are the exception and not the rule.

Furthermore, the manufacturers of what is considered by many to be the leading line of heating apparatus and who market their product throughout the world have this viewpoint:

"An exclusive selling agency is the most desirable, in our opinion, providing the dealer or distributor is big enough to handle the proposition in the territory where he is appointed.

"It is a difficult merchandising problem to secure the proper effort and co-operation of a dealer or agent unless he is protected in his territory. This is especially true of a product selling for a considerable sum of money. The exclusive agency also reduces complaints of territorial conflict and serves as an incentive to the dealer to develop the proposition. Much, of course, depends whether the sales agent or distributor is a live wire or one who waits for business to come to him."

The experience of the makers of apparel is especially valuable because these large industrial concerns have passed through various stages of selling and have assimilated the best merchandising methods and are following tried and true policies. A large mid-West manufacturer expresses his views thus:

ANOTHER VIEWPOINT

"We are heartily in favor of the exclusive agency as applied to our business, although, of course, we have not attempted to analyze its advantages when applied to another line entirely different in character.

"We feel that the representation of our line should be one of the dealers' assets, the same as good-will, and in cost cases we believe that it is considered as such. We have had many instances of hard feeling on the part of a retailer when he has thought that his proper selling radius was encroached upon—as in the case of one merchant sending goods to a branch store in a town where we have another customer. The retailer is entitled to protection if he spends his money advertising a certain line and we certainly could not expect him to be enthusiastic about working up a trade for a line if he knew that his competitor could obtain the same clothing as easily as he could.

"It is, incidentally, common practice among the advertised lines of clothing to adhere to the exclusive agency plan.

"Some firms have found it profitable to adopt a half-way policy; that is, selling through exclusive agencies in one part of the country and employing the open account arrangement in such parts as their representative or judgment thought wise. Such a program was followed by a well-known hosiery manufacturer who says:

"In selling our merchandise, we do not think it possible to make a hard-and-fast rule regarding this proposition of distribution. In towns of small population it is customary for our salesmen to give the exclusive selling rights for our entire line of men's, women's and children's goods or one of the three parts of our line.

"In towns as large as twenty-five thousand and more, in some sections

(*Continued on page* 28)

Farm Life and Other Farm Papers

FARM LIFE FAMILIES WHO TAKE OTHER FARM PAPERS

	Replies	Farm Journal	Successful Farming	Country Gentleman	Farm & Home	Farm & Fireside	Capper's Farmer	*Sect. Papers	**State Papers	Other St. Papers	Name not Indicated	Misc.	Total	No. Families
Alabama	195	3	2	2	5	3	2	90	..	1	4	9	121	112
Arizona	12	..	1	2	..	1	1	..	..	..	..	..	5	3
Arkansas	151	4	9	2	5	3	9	19	6	17	4	12	90	71
California	50	9	5	2	1	..	..	2	..	1	..	13	33	28
Colorado	33	5	2	5	1	3	5	1	..	5	2	1	30	24
Connecticut	24	3	..	..	2	2	..	3	..	1	..	3	14	11
Delaware	22	2	3	1	2	..	..	..	..	1	2	..	11	10
Florida	65	1	3	3	3	3	1	17	..	4	1	5	41	30
Georgia	290	5	3	8	3	10	3	124	2	2	4	38	202	170
Idaho	43	2	5	7	1	1	..	7	18	2	1	..	44	33
Illinois	417	28	49	12	12	16	13	..	199	37	5	39	410	304
Indiana	581	78	76	36	23	32	12	..	150	52	1	19	479	389
Iowa	117	7	19	7	7	3	3	9	44	5	..	4	108	89
Kansas	98	10	7	4	1	3	18	..	22	10	3	7	85	73
Kentucky	248	19	16	7	4	10	4	66	..	11	2	4	143	129
Louisiana	70	7	..	3	..	..	2	16	..	6	2	1	32	28
Maine	44	7	2	3	6	2	..	6	3	1	..	..	30	23
Maryland	55	8	4	5	2	9	..	2	..	5	1	1	37	31
Massachusetts	36	2	4	2	1	2	..	4	..	2	1	3	21	17
Michigan	201	34	20	1	7	8	2	1	60	9	1	7	150	129
Minnesota	170	9	23	3	8	3	3	5	81	3	5	10	153	126
Mississippi	170	6	1	2	2	..	..	73	..	..	1	1	86	80
Missouri	253	16	34	8	9	6	9	1	30	28	5	3	149	133
Montana	73	4	12	3	2	..	..	1	12	12	..	6	52	42
Nebraska	69	7	8	..	..	..	10	..	30	3	..	..	58	49
Nevada	3	..	..	..	..	..	..	..	1	1	..	..	2	2
New Hampshire	12	3	..	2	4	1	..	1	..	1	1	..	13	9
New Jersey	29	8	1	3	3	..	..	..	..	9	1	..	25	22
New Mexico	14	2	2	2	..	..	1	..	..	1	..	2	10	9
New York	189	20	9	10	35	8	..	..	65	6	3	4	160	137
North Carolina	215	12	4	2	6	5	..	84	..	1	9	3	126	117
North Dakota	125	17	15	5	1	2	3	3	33	19	4	8	110	92
Ohio	336	42	37	12	15	14	3	..	176	21	4	33	357	262
Oklahoma	121	8	11	1	2	2	4	1	72	6	4	2	113	92
Oregon	53	6	3	3	2	1	..	6	16	..	..	12	49	33
Pennsylvania	335	91	20	15	24	21	1	1	49	76	2	4	304	222
Rhode Island	5	..	..	..	4	..	..	..	..	..	..	1	5	3
South Carolina	96	2	2	2	1	2	..	..	4	2	40	3	58	54
South Dakota	85	12	8	2	2	4	1	..	67	8	..	34	138	61
Tennessee	184	6	8	2	5	5	5	72	..	3	3	6	115	101
Texas	243	11	6	6	4	2	21	8	37	9	2	5	111	105
Utah	18	3	..	..	2	..	..	5	7	..	..	10	27	16
Vermont	32	8	..	3	8	7	..	19	..	..	..	9	54	30
Virginia	206	24	10	10	13	7	3	56	..	4	4	9	140	123
Washington	72	3	3	2	2	..	1	20	26	..	..	4	61	47
West Virginia	109	11	11	5	9	7	1	4	..	32	..	6	86	64
Wisconsin	134	11	14	1	3	4	3	..	54	6	2	..	98	79
Wyoming	13	3	2	..	1	..	2	..	..	1	..	1	10	9
Total	6,115	574	474	216	253	212	146	727	1,264	424	124	342	4,756	3,823

*Progressive Farmer, Southern Ruralist, Inland Farmer, Southern Agriculturist, Western Farmer, Western Farm Life, N. E. Homestead

** State paper published in subscriber's State

Of 6,115 replies from FARM LIFE readers to a questionnaire which are summarized in this table 3,823, or 63 per cent, indicate that the farmer reads more than one farm paper.

The greatest duplication is with the State farm papers. In some states, such as Illinois, Iowa, Indiana and Ohio, this State Paper duplication is considerable. Yet for the country as a whole it reaches only 28 per cent—and how many lists include every State farm paper in the country?

Add all the sectional papers and the duplication only comes to 40 per cent.

Turning to the better-known national papers, we find that Farm Journal reaches 9 per cent of FARM LIFE readers; Successful Farming, 8 per cent, and Country Gentleman, 3½ per cent.

Again we say that the only way to reach FARM LIFE readers is to use FARM LIFE.

THE FARM LIFE PUBLISHING CO.

THE JOHN M. BRANHAM COMPANY

ADVERTISING REPRESENTATIVES

New York St. Louis Chicago Kansas City Detroit Atlanta Cleveland San Francisco

SPENCER, IND.

Farm Life



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer?

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

Edge Law Banks and Foreign Selling

An Extension of Mercantile Credits That Should Benefit Exporters Who Must Facilitate Financing

By A. H. TITUS
President, First Federal Foreign Banking Association

THERE is a special interest in the services of the new "Edge Law" banks for men who have the management of export selling, as well as for the treasurers of concerns that export. The executives who must push foreign selling and those who must handle the financing of it are naturally attracted by the facilities these banks offer them for using credit as a factor in building up a good foreign distribution that will stay by them. Credit in foreign selling helps to get business as an element of competition; a policy of credit that is carried out on a basis both sound and liberal is a strong builder of goodwill that retains foreign business when once it is secured.

"Edge Law" banking was established largely for the purpose of specializing in the merchandising credits of every kind of export business.

WORKING BOTH WAYS

Of course, the "Edge Law" banks are expected to do an all-round foreign business; they finance imports as well as exports, and it is probable that 80 per cent of their business will run along the grooves of the highly standardized methods of international commercial financing as conducted by ordinary banks. In the other 20 per cent comes the service that is of particular benefit to a thoroughly organized export business. This is the service of long credits, and of credits fitted to transactions that are out of the ordinary as regards their mechanical details.

What American exporters have needed has been a somewhat broader banking service than was available, on which they could rely in laying out a broad policy of giving credit to customers all around the world. Our exporters have been a bit slow in giving credit—slower than was really good for American export trade.

I am not speaking in favor of any policy of giving credit to foreign buyers indiscriminately, nor do I advise any exporter to offer terms of inordinate length and cheapness in order to tempt a foreign buyer to load up with goods he cannot sell, or so that the merchant will have cash on his hands for a month or two between the sale of the goods and the maturity of the drafts he must pay—a situation which would breed risk because the money would lure him to



A. H. Titus

speculative use of it, which would inevitably entail occasional losses.

I speak only in favor of a sound general policy of giving credit to good, well-known customers abroad, on the terms which investigation shows are either the prevailing terms in the customer's locality or warranted by sound business considerations, and on a basis in which the foreign customer pays the cost of carrying the credit. In accordance with such a policy, an American exporter will have a legitimate hold upon the good will of his foreign customers. He will be able to keep their trade. He will often be able to extend his foreign distribution through good customers by practically financing them in building up bigger business. It will all be upon a sound foundation.

AN ELASTIC POLICY

The "Edge Law" bank offers the facilities for credit extension of any number of months necessary in legitimate business. I would say that the period is not so long as has been frequently talked about by foreign-trade advisers speaking at conventions and writing in trade literature. Probably 90 per cent of all legitimate "long term" credits are not longer than five or six months, and all the rest but a minute percentage "clean up" within seven months. There is a small but not unimportant element in the coming trade of this country in which the credits will extend from a year to two or three.

It is entirely reasonable for merchants abroad to expect credit. Everybody knows that a large volume of business is done in this country on credit for the sole reason of its conveniences. Credit is a great business convenience, and merchants will insist upon credit for that alone. There is plenty of good reason beside this. In many foreign countries where we should sell extensively the local banking systems are not sufficiently well organized to give local merchants the advantages which merchants obtain from country banks all over the sparsely settled regions of this country, enabling them to take cash discounts, and carry a large business on their own resources and independent of the larger dealers. There are countries where there is not even a checking system for settlements, and the actual cash has to be paid back and forth. In such countries a responsible business man would be greatly handicapped if he had to buy for cash; and credit terms of a month or so mean that he can swing a much bigger business, on a closer margin of profit for himself, with safety, and with advantage to the dealers who distribute their goods through him.

The "Edge Law" banks are Federal banks—that is, they are established by Federal charter, the prestige of which is very important in doing business abroad. They will ultimately form a group of foreign-business banks corresponding to the domestic group in our National or Federal Reserve system. The rapid growth of banks specializing in foreign business is very significant. It means that America is not only increasing the volume of its foreign trade, but building better machinery for it. It is not a criticism of our

regular banks to say that it is proof of the intensity with which America is going after foreign business that this specializing in the foreign business appears. It may come as a surprise to some readers to be told that there is a group of special foreign-business banks in New York and Boston that are offering facilities now for nearly $1,000,000,000 of export and import credits.

The "Edge Law" banks will finance by means of bankers' acceptances and other prime securities which they will sell in the open discount market which this country has also developed to large proportions within a very few years, and which is also a sign of our growing business field.

DEPOSITS NOT ACCEPTED

The "Edge Law" banks do not take deposits. They do not, like ordinary domestic banks, use the deposits of one group of customers to finance loans to another group. They use the discount market. Every great foreign-trading country has its open discount market, where the banking securities that are typical of the world's international commerce are bought and sold, and where the greater part of the world's aggregate of trade is financed. We have a growing open discount market. When the world gets back to normal our market will be in constant touch with the money-markets of Europe. All the world's open discount markets will be practically one, through the use of the machinery of international banking and the cables and wireless. When money gets a little scarce here such banks as the "Edge Law" banks will sell the bankers' acceptances, which arise out of export transactions, not only in New York, but in London, or Paris, or perhaps Tokyo, where the market for the moment is easier and the rates better.

"Edge Law" banking means not only a broader service of banking for America's exporters. It means a great further advance in the country's machinery of general finance.

Iowa City Dailies Merge

The Iowa City, Ia., *Press*, democratic paper founded in 1841, and the *Citizen*, republican daily established in 1891, have been combined into one paper to be known as the Iowa City *Press-Citizen*. The new paper announces it will be independent.

S. E. Carrell of the *Press* will be president and manager of the consolidated paper, and his son, Dale E. Carrell, will be secretary and treasurer. E. E. Johnson of the *Citizen* becomes vice-president of the new paper with a one-fourth interest, but will retire from active service with the publication.

"Better Times"

Better Times, originally issued as the organ of two score settlement and neighborhood houses in New York with the claim of being "The Smallest Newspaper in the World," is now being brought out as a monthly magazine devoted to the 2,000 charitable and public welfare organizations in New York City. Herbert Hoover is chairman of the board of advisers of the new publication, and George J. Hecht, who served during the war with the Committee on Public Information, is editor.

New Orleans "Item" Holds Housewarming

The New Orleans *Item*, on October 31, threw open the doors of its huge, new plant to the public, something new in the history of Southern journalism, and celebrated a very successful "house-warming." Music, flowers, souvenirs, decorations and addresses by prominent persons aided in making the event a memorable one. Between six thousand and seventy-five hundred people inspected the building. The *Item* has been published by James M. Thomson since its establishment in 1907. Arthur G. Newmyer is associate publisher; Marshall Bullard, managing editor, and Paul J. Thomson circulation manager.

"The Boiler Maker" in A. B. P.

The Boiler Maker, published by the Simmons-Boardman Publishing Company, New York, has been made a member of the Associated Business Papers, Inc.

The resignation of *The Timberman* of Portland, Ore., has been accepted by the organization.

Standard Register to Carry Advertising

In order to take care of increased costs in printing and paper, R. W. Ferrel, manager of the Standard Register of National Advertising, New York, has announced that the 1921 edition to be issued next April, the monthly supplements, agency lists and geographical index will carry a limited number of full page advertisements.

Kokomo "Dispatch" in A. N. P. A.

The Kokomo, Ind., *Dispatch* has been elected to active membership in the American Newspaper Publishers' Association.

Mervin, Advertising Manager, Sacramento "Union"

William Mervin has succeeded J. M. Clelland as advertising manager of the Sacramento *Union*, Sacramento, Cal. Mr. Mervin was formerly circulation manager of the newspaper.

Regarding the New False Information Law

In spite of the fact that one of the New York laws—Section 421 of the Penal Code, enacted in 1915—was formulated with direct reference to the menace of false advertising, says the *Retail Public Ledger*, it has recently been found necessary to add another section. Under the provisions of the new law, any one convicted of furnishing false information or false or untrue statements of fact to any newspaper is to be judged guilty of a misdemeanor if it is the first offense and of a felony if it is the second offense.

This, together with the statute of 1915, which provides for the punishment of the person who, in an advertisement, makes any assertion, representation or statement of fact that is untrue, deceptive or misleading, should act as a powerful deterrent of false advertising in New York and as a working model of an effective law to the country at large. While the majority of the concerns which overstep the bounds of truth in connection with advertising are those which make offers of fabulous returns on certain financial deals, it cannot be denied that practically every city contains merchants who are none too truthful in connection with their own advertising.

Armes and Leonard Join Wood, Putnam & Wood

Lyman H. Armes and John Felix Leonard have become associated with the Wood, Putnam & Wood Co., Boston, Mass. Mr. Armes, formerly special feature writer for the Boston *Post*, and a former director of American newspaper propaganda for the Lithuanian National Council of New York, in his new work will act as director of publicity and in a research capacity.

Mr. Leonard, formerly director of service, copy and plans with Albert Frank & Co., New York, will devote his time to the copy and service department of Wood, Putnam & Wood Co.

Stratton Is Grant Sales Head

Frank S. Stratton has resigned from the Packard sales organization, Detroit, to become sales manager of the Grant Motor Car Corporation, Cleveland.

New Publications

Wichita, Kansas, "Beacon" Starts Sunday Paper

The Wichita, Kansas, *Beacon*, evening paper, edited by Governor Henry J. Allen, will publish a Sunday morning edition starting December 5.

The Sunday issue will contain a four-page, four-color comic section, a four-page rotogravure section and an eight-page magazine section as the outstanding features.

"Today"

Under the editorship of Dwight S. Anderson, publicity manager, the Association of Army and Navy Stores, Inc., New York, commences, with November, the publication of a very attractive little magazine called *Today*. It will be published on alternate months for service and ex-service men, reaching the 40,000 members of the Association.

"Natural Gas"

To cover the far-flung interests of the natural gas industry, the Natural Gas Association of America has started as its official organ a publication named *Natural Gas*. It is edited in Columbus, Ohio, by W. Redfern Brown.

Winnipeg "Free Press" Publishes "Retail Merchants' Monthly"

The Winnipeg *Free Press* is now publishing a monthly newspaper, edited by Bertram R. Brooker, as a digest of news relating to the retail trade of Western Canada. It is entitled the *Retail Merchants' Monthly*.

"Oregon Journal" Issues "Trade News"

The *Oregon Journal*, of Portland, has started the *Oregon Journal Trade News* to be published twice a month for circulation among the retail trades.

Time to Advertise

And Time, Also, for the Business Editor to Give Maximum Service

THESE are great days for the publisher of the trade paper. Times of change in politics, in business, perhaps in religion—reconstruction, retrenchment, price reduction—"getting down to bed rock," as some businesses are, returning to pre-war prices, as is alleged of others, resisting the implication that they have profiteered, as are still others; all this evidences a great subterranean upheaval that has revived the eternal deep wells of the news.

For it must be distinctly understood that the news, that is to say, intelligence and information of current happenings, is the inspiration of all journalism. Whether the publisher acknowledges the fact and capitalizes the principle, or whether he denies it and hides his light under a bushel woven of the wattles of self-conceit, the fact remains that the procession of eternal deep wells of the news.

These ought also to be great days for the trade publisher's business, because while the news is merely, and at its best, an echo of real activity, advertising is a very living form of energy and the motivation of the publishing business as a business. Since trade advertising is a part of the activity of which trade news is an echo, therefore, this should be the season of the trade publisher's harvest.

If it is not, the publisher's thesis must be wrong. If not that, then the trade is insincere or possibly merely heedless in its acceptance and application of advertising in theory and practice.

This is, in fact, a time when the lines of communication of this industry, of any industry, are working overtime. The interchange of information and discussion in trade channels always reaches a peak as the crisis approaches following some great causative influence, such as the abrupt introduction of lower prices by one powerful and essentially independent manufacturer. Everybody wants to know what is going to happen as a result of such an event. Everybody wants to know what others think, how their business will be influenced by the change. None will deny that such influences are apt to be sweeping, but how many recognize the certainty that every avenue of intelligence will be scrutinized for interpretive signs?

Dealers write to the factory to know what the factory is going to do about it. The factory replies according to its lights. Suppliers write to the factory, or vice versa, for a statement of future intent. Later on the public is informed through the daily newspapers and so-called "national mediums." To many minds this may seem sufficient. But is it?

Remember that what interests the dealer after he learns his own fate or fortune is news of the fortunes of other dealers, present and prospective. The factory, absorbed in its own affairs as it is, does not always take the trouble to expound the policies of other factories to its dealers as a means of enabling them the better to adjust themselves to change. Yet this is something the dealers want to know, and will discover in ways of their own.

Unless pressed for reasons to substantiate its course, perhaps the factory does not take the trouble to let

A City of *Homes!*

Kansas City has more detached houses and more people who own or are acquiring "their own homes" than most cities two and three times its size. There is a conspicuous absence of flats and tenements. It is a city of open spaces, with lawns and back-yard gardens. "Provincial" you might call it. Family life approaches the ideal in Kansas City.

A *Home* Newspaper!

The Kansas City Star is a "home" newspaper. Its clean editorial tone and its unique carrier service are features that appeal to people who spend much of their time at home. The Star has practically no newsboy or news-stand sale, because everybody in Kansas City "takes" The Star regularly and has it delivered twice a day at the doorstep. There are more Star subscribers, served by carrier, in Greater Kansas City than there are families.

THE KANSAS CITY STAR

Average Net Paid Circulation during October:

Morning	Evening	Sunday
212,275	216,230	217,196

Chicago Office,
1418 Century Bldg.

New York Office,
2 Rector St.

the dealers know how it is faring in its relations with its sources of materials, supplies and parts. Changes in the parts field, however remote they may be, are yet influences of which the dealer cannot remain totally and indefinitely in ignorance.

The supplier himself finds his judgment of his market formed not by intercourse with any one manufacturer who happens to be a customer of his, but through his relations with all his customers. He needs an even broader vision than can be obtained in this way, though needs to know especially how his competitors' customers feel. Probably he is broad enough to appreciate that the ultimate index of trade condition is the nature and degree of the public reaction as interpreted and reacted upon by the retailer.

The accessory and supply business, more than two-thirds as large as the car and truck manufacturing business when judged by its turnover, needs must gather information concerning developments in automobile manufacture, since its own activity is so very largely contingent upon the trend of affairs in that line. Nor can it rely wholly on outgivings from the factories to complete its understanding.

Thus the trade paper satisfies a great and logical need that nothing else is competent to supply. But does this conclusion not lead also directly to the thought that an advertising program that fails to take cognizance of the trade paper's hold upon the trade is flying far wide of the mark?

"It is useless to try to sell me space unless you can show me some way of meeting all these bills that are coming in," said the general factotum to the advertising solicitor. The latter had not come accidentally upon a fool's errand, but merely had stumbled by accident on a fool.

Advertising is salesmanship of record. It is the very basis of sales. It is not, as some suppose, mere dross on the surface of the commercial solution; its employment as a vehicle for withdrawing excess profits is largely a figure of speech. To permit it to "ride" the wave of sales, shrinking when sales shrink, rising only when sales are abundant, is to belie its greatest usefulness.

The time to advertise is always, but especially now, and still more especially to the trade. For silence is in itself an evidence of weakness, while self-determination brooks no misgivings but conquers doubts with the unassailable power of certainty.

—Publisher's Observations, *Automobile Topics.*

Bolles Back From South America

A. Eugene Bolles, manager of *La Revista del Mundo* (Doubleday, Page & Co.), has returned from a three months' investigation trip covering Brazil, Uruguay, Argentina, Chile and Peru. During his absence Mr. Bolles reorganized the work of *La Revista del Mundo* in Argentina, established headquarters in Santiago, Chile, for the distribution of a Chilean edition and also an office in Lima for the distribution of an edition in Peru.

In the capacity of special commissioner to South America of the Associated Advertising Clubs of the World, Pan-American Division, Mr. Bolles addressed the American Club in Buenos Aires and the American Society of Chile in Santiago and inaugurated work that would seem to point toward the early establishment of the Associated Clubs in South America.

"Michigan Manufacturer and Financial Record" Makes Appointments

The *Michigan Manufacturer and Financial Record* of Detroit announces the following additions to its editorial and advertising staffs:

Howard Campbell, advertising manager of the Detroit branch of the Packard Motor Car Company, who for the past seventeen years has been identified with mechanical and production departments of many of the larger manufacturing institutions in the Central West, has been appointed Technical Editor.

Phil S. Hanna, vice-president of the American State Bank of Detroit, formerly chief bank examiner of the State of Michigan, and financial writer for the Chicago *Tribune* and Chicago *Economist*, has been appointed Financial Editor.

Robert S. Houts, formerly advertising manager of *Mill Supplies*, and O. W. Crawshaw, formerly advertising manager of Palmer-Bee Company, Detroit, and previous to that in the sales department of the Line Shaft Division of Hyatt Roller Bearing Company, have been appointed Western representatives.

Bank Uses Full Page Newspaper Space

The Commercial National Bank of Washington, D. C., to advertise its foreign exchange service, last week used full-page newspaper space. This is probably the first time that an advertisement of such size treating on the subject has been used.

Brunette Salesmen Best in South, Says George Hopkins

"Black-haired salesmen 'knock 'em dead' below the Mason-Dixon line, while suave blond men garner the orders in more temperate climes," said George W. Hopkins, general sales manager of the Columbia Graphophone Company, in discussing the psychology of salesmanship at a luncheon of the Executive Club in Chicago recently.

Detroit Auto Dealers Conduct Newspaper Campaign

To uphold the dignity and prestige of the automobile industry, the Detroit Automobile Dealers' Association is running a series of half-page advertisements in newspapers, showing the influence which the automobile has in solving world problems.

The first advertisement deals with the war period and recounts the aid of the automobile and truck in bringing the conflict to a close. Others tell the value of the automobile to the farmer; as an ally of the railroads; as a pace maker in industry; as the product of a huge industry, and as a national necessity. It is planned to follow the "prestige" advertising with vigorous sales copy to overcome the adverse merchandising conditions.

Kohn Represents Mayers Co. in South

George M. Kohn, of Atlanta, Ga., has been appointed Southern representative of the J. R. Mayers Co., New York, dealer service organization.

Sale of Mack Trucks Goes Up

According to the International Motor Company, New York, sales of Mack trucks for September of this year showed a 44 per cent increase over September, 1919. For the three months' period ending September 30, sales were 24 per cent greater than last year.

Mint Products Moves Offices

The Mint Products Company, makers of Life Savers and Pat Fruit Tablets, has moved its offices from the Flatiron Building, New York, to its new plant at Port Chester, N. Y.

Advertising Helped Increase Coffee Drinking

Increased public interest brought about largely through advertising increased the consumption of coffee during the past fiscal year 40 per cent more than 1919, bringing the per capita figure up to 12.7 pounds, according to Ross W. Weir, chairman of the Joint Coffee Trade Publicity Committee of the United States.

In this same report, which was made to the Tenth Annual Convention of the National Coffee Roasters' Association at St. Louis, November 12, Mr. Weir told of the organization of 20,000 distributors into what is known as the Coffee Club. Members will subscribe money for local newspaper advertising, while the national advertising on behalf of coffee in general is paid for by the Brazilian fund. More funds are necessary to properly carry out the campaign in medical journals, the Better Coffee-Making Campaign, now in progress, the proposed educational coffee exhibit and the scientific coffee research, Mr. Weir said.

Among those who also addressed the three-day convention were: Charles Coolidge Parlin, Curtis Publishing Company, on "Association Advertising"; W. B. Okie, N. W. Ayer & Son; William B. Colver, formerly of the Federal Trade Commission, "Trade Practices," and George W. Simmonds, vice-president, Simmonds Hardware Company, on "The Industrial Situation."

Have You These "A. & S." Numbers?

The Library of Congress, Washington, D. C., Herbert Putnam, librarian, Yale O. Millington, acting chief of the periodical division, notifies ADVERTISING & SELLING that it needs the following numbers of this publication to complete its files:

Vol. 27, No. 12, June, 1918.
Vol. 28, No. 3, September 21, 1918.
Vol. 29, Nos. 17, 22, 26, 27, September 27, November 22, December 20, 27, 1919.

We are unable to supply these numbers. Any of our readers who have them to spare are invited to send them direct to Librarian Putnam or Mr. Millington.

Making Direct Mail Better Mechanically

By B. A. DAHLKE
Dahlke Stationery and Manufacturing Company

ACCORDING to my observations, addressing has been getting gradually worse from year to year, on both advertising matter and regular mail. This is not a very nice statement to make, but we cannot expect "bouquets" unless we earn them.

I don't believe in postscripts, but really, the most of these envelopes should have rubber-stamped on them: "Please excuse poor addressing. We had to do it in a hurry. Hope Uncle Sam can read it, and get our very important message safely into your possession."

We are using too much speed. The person who has charge of getting out your mail is not directly interested in the results the advertising will bring, but only in the amount he can get out for you at as low a cost as possible.

* * *

I ask you to consider the value of clipping your enclosures together.

Immediately after adopting a rule not to let any of our mail go out unless the enclosures were fastened to the letter, we noticed increased results. This was not convincing proof to us that the little clip was responsible for the increase. We therefore sent out 5,000 test letters with loose enclosures, and 5,000 letters with clipped enclosures. Mailing was carefully divided into territories, so each mailing was exactly the same as to class of names and territory. The letters which cost us about $1.00 per 1,000 more, on account of using the little clip, showed results of about 80 per cent better on one enclosure and over 200 per cent better on the other.

* * *

Admitting, for the sake of argument, that black is a desirable color for your letters, let me ask you whether you think the same about gray? You start using a black ribbon, but after the first time around, you are getting black no longer; it is gray.

Look through your incoming correspondence when you get back, and see if I am right or wrong.

* * *

A few weeks ago the president of a large concern happened to be in my office just as I was starting my daily dictation. I showed him the batch of letters before me; there were exactly fifty. Forty-seven of them were supposed to be written in black, but were all gray. Two were in purple and one in blue.

I called his attention to it, and asked him to pick out the best-looking letters. He picked out the two purples and the one blue. The blue he liked the best.

I asked him what he thought of the black letters. He said he didn't like their looks; that he liked black for funerals, newspapers and magazines, but not for business letters.

I asked him what color his firm used. He didn't know. Calling for his file, I showed him the letters from his firm. They were all written in gray. He is using a blue ribbon now.

* * *

We see black on white all day. In the morning we get our paper, and in the evening we read our splendid magazines and trade papers—all black and white.

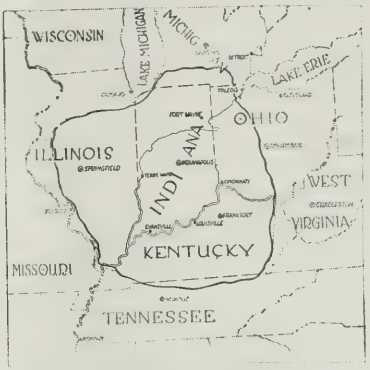
Don't you think a little change is desirable? Instead of trying to put dignity into our correspondence, let's have a little more life.

* * *

The fault with most circular letter work is that you try to get just about three times as many impressions from a ribbon than you have any right to expect.

*Paragraphs from Mr. Dahlke's address before the Direct Mail Advertising Convention at Detroit.

WHAT DOES "JOBBER INFLUENCE" OF A NEWSPAPER MEAN?



Indianapolis Jobbers Sold $19,000,000 of Merchandise to the 2,544 Retailers in This Territory in 1919

News Advertising Helps Sales of Dry Goods Over Six States

More cities of a population of 30,000 or more can be reached in a night's ride from Indianapolis than from any other city on the American continent. This ideal location coupled with the fact that there are three large, aggressive dry goods jobbers in Indianapolis makes Indianapolis a very important distributing point for dry goods. The largest of these jobbers has fifty-two salesmen. These salesmen are influenced in their sales by the wishes of their customers. But at the same time they are employed to sell what their houses want them to sell. The buyers in the houses are influenced more by the advertising in The Indianapolis News than any other advertising medium. In this way News advertising has a very definite influence far beyond its circulation radius.

Send for booklet—"Seven Studies in Distribution"

The Indianapolis News

First in America in National Advertising 6 Days a Week

New York Office
DAN A. CARROLL
Tribune Building

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg.

USE NEWSPAPERS ON A THREE-YEAR BASIS

Exclusive Agency or Open Field?

(*Continued from page 20*)

of the country, our men give the exclusive selling rights of the women's and children's line, or the men's line alone.

We might say that it is a question we must follow up pretty carefully with our men, but we do depend on their judgment in this matter to a great extent.

JUDGING DESIRABILITY

It is obvious from the experiences of the foremost manufacturers that no flat-footed declaration either for or against can be adopted, but that the question must be settled from the standpoint of the product. Policies tend to the belief that if a product is one that is not consumed quickly or runs into a considerable sum of money the exclusive selling arrangement is the better.

On the other hand, if the product is used up readily, as an article of food, the logical marketing plan is the open account arrangement.

Moreover, this latter view is held quite generally by wholesalers of such goods. They realize that much unpleasantness and the accompanying distrust are avoided if distributors work on an equal merchandising basis.

France Reorganizes Foreign Trade Bureau

The "Office du Commerce Exterieur" of France, although bearing the name of a bureau that has been in existence for some time, has recently been reorganized on a more ambitious scale. This department of overseas trade is a practical link between official France and the general public at home and abroad. It is now aided on the financial side by the new Foreign Commerce Bank. It controls the service of French commercial agents, and is responsible for organizing trade exhibits in France and other countries.

The department supplies trade information in the form of loose-leaf pamphlets, or in response to verbal and written inquiries, and at the same time welcomes the opportunity of helping foreign traders seeking information as to the French market. The department will soon begin the publication of a periodical similar to the British *Board of Trade Journal*.

The commercial exhibition plans include at the present time a "touring fair" for Canada, the Colonial exhibition at Marseilles in 1922, and an inter-allied exhibition which is planned to be held in Paris in 1925. Permanent exhibitions are being provided for branch offices of the department in the principal countries of the world. These exhibitions have already been opened in Spain, Switzerland, Czecho-Slovakia, the Balkan States and in London.

Cleveland Selected for National Foreign Trade Convention

Cleveland, Ohio, has been selected as the city in which the Eighth National Foreign Trade Convention will be held during the Spring of 1921. As the 1920 convention was held in San Francisco, it was felt that next year's convention should be in an inland city.

Advertising in Constantinople

The population of Constantinople is very cosmopolitan. All the foreigners speak their own language and read their own newspapers. In order to reach the public in general, says Trade Commissioner Eliot G. Mears, advertisements should be published in newspapers of at least four languages. However, the best results are obtained by publication in Turkish newspapers, for on the one hand the Turkish population is most numerous, and on the other the Turkish reader is more susceptible to the claims of advertisements than are Europeans and Armenians.

It has been found by experience that advertising in newspapers gives very good results in Constantinople, especially if it be pushed vigorously. No advertising is carried as yet on tramcars. Street advertising is not protected by law and can not be recommended to foreign concerns. All things considered, it is better to use the newspapers as a medium for publicity.

The circulation of printed newspapers is not very great, but in spite of that advertising therein yields excellent results. French newspapers have an approximate issue of 6,000 to 8,000; Greek, 4,000 to 12,000; Armenian, 4,000 to 8,000; and Turkish, 10,000 to 15,000.

[The names of Constantinople newspapers printed in English, French, Armenian, Greek and Turkish, with advertising rates for each, and the name and address of an advertising agency, can be obtained from the Bureau of Foreign and Domestic Commerce, Washington, D. C., by referring to file No. NE-21.]

Sunsweet National Advertising Campaign

The California Prune and Apricot Growers, Inc., the California growers' non-profit co-operative selling association, will launch its second national advertising campaign for Sunsweet prunes and apricots in the November issues of women's magazines.

Full pages in color will be carried every month from November, 1920, through June, 1921, in the *Ladies' Home Journal, Pictorial Review, Good Housekeeping, The Delineator* and *The Designer*. Newspaper advertising in cities of 100,000 population or more will be used on a much more extensive scale than during last year's campaign, and also business papers reaching many classes of distributers and users. The advertising appropriation voted for this year's campaign is $325,000, an increase of more than $100,000 over that of last Fall and Winter when the first national campaign was conducted by the association.

In part directly traceable to that advertising, the people of the United States consumed over 60 per cent more prunes last year than ever before in the history of the industry. The 1919 California prune crop amounted to about 240,000,000 pounds—the largest ever grown, and in spite of the fact that millions of pounds exported out of that crop were returned to this country because Europe could not pay for it, there was a comparatively small carry-over on the market when the 1920 prune crop began to be shipped early in September.

Advertising Matter to Australia Dutiable

American exporters should bear in mind that advertising material—catalogs, cards, posters, display signs, price lists and the like—are dutiable in Australia, the duty being assessed against the recipient at a rate of approximately 20 cents per pound.

It is the height of folly to send such material into the Australian Commonwealth, unless, by arrangement, the recipient is prepared to receive it and pay the Governmental charges. As a rule, the Australian merchant refuses to accept such material and the possible benefits of the advertising thereby is lost, to say nothing of the cost of the material.

To those desirous of sending material of this nature to Australia it is suggested by the New York *Commercial* that they get in touch with the Australian Customs Commissioner in America, whose office is at No. 61 Broadway, New York. He will supply complete data on the duties assessed against all forms of advertising and will sell fiscal stamps to be affixed to packages containing advertising, to enable the sender to prepay all duties on such goods.

Woolworth October Sales Largest This Year

Sales of the F. W. Woolworth Company in October were the largest for a month this year, reflecting a gain of $2,500,000 over October, 1919. They exceeded September sales of this year by about $2,300,000. Sales for the first ten months have been brought up to $106,970,020, which is an increase of $17,845,360 or 20.02 per cent over the corresponding period of last year.

National Conduit and Cable Sales

Net sales of the National Conduit and Cable Company in the first nine months of this year were $11,116,889, against $7,077,046 in the same period last year. Total income up to September 30 last was $197,614, against a loss of $402,251 in 1919.

Montgomery, Ward Sales Gain—October Sales Low

Sales of Montgomery Ward & Co. for the ten months ending October 31st, 1920, were $91,386,435 compared with $79,980,901 in October, 1919, an increase of 14.26 per cent. Sales for the month of October, 1920, were $8,687,895, compared with $13,989,665 for the month of October, 1919, a decrease of 37.90 per cent.

Pathé Phonograph Sales Leap

Sales of the Pathé Frères Phonograph Company, Brooklyn, N. Y., for 1920 show an increase of 419 per cent over 1919. The year 1919 showed a gain of 207 per cent over the 1918 figure. The volume for this year as compared with 1915 indicates an increase of 2.125 per cent. Profits for the last twelve months were over $1,000,000.

A National Advertising Campaign for Oxford Books

A national advertising campaign, utilizing sixteen magazines and sixteen or more new papers covering large cities, has been started by the American branch of the Oxford University Press in New York. The campaign will feature twenty-two books, but special Christmas advertising will be concentrated on twelve titles, with the gift idea as its motto.

California League Standards

Advertising-Service Members Formulate a Code to Govern Future Activities

By A. CARMAN SMITH
President of the California Advertising-Service Association

ADVERTISING service properly rendered today is fundamentally one of the most vital and important factors in the industrial and commercial welfare of the world. The responsibility for rendering advertising service is a grave one. If every business in the world employed the most competent advertising counsel and advice and service obtainable there would be many less failures, many less mere successes, and a great many more real successes. If all advertising men and women were 100 per cent efficient, thoroughly familiar with logical procedure and analysis and promotional work and thoroughly conscientious, there would undoubtedly be fewer of those advertisers who start but fail to finish.

The purpose of the California Advertising Service Association is to promote individual efficiency to the end that advertising may grow, and grow to be a more potential and effective force in the affairs of the world.

A resolution which was presented and adopted at the closing session of the Santa Barbara organization meeting, held in September, sets forth very significantly the ideals of the Association. The resolution follows:

Ever since the outbreak of the Great War in 1914 American business has been subjected to short-time, radical adjustment, to meet new and radical changes in both business and social conditions. In these adjustments, advertising has been called upon repeatedly to play the major role.

Once again a new economic condition confronts us. Once again will advertising serve as the natural stabilizer. Once again will advertising be made the guide and guardian of sane and sound business.

The day of the buyer begging for goods and of the seller rationing his merchandise to his customers is waning. We are returning to the old normality of competition in selling—a condition in which advertising determines the balance of public favor.

The advertised brand has ever been accorded the right of way in highly competitive selling markets. Through all sorts of adverse conditions it moves smoothly but surely through the channels of distribution to the ultimate consumer, without waste and at least expense of distribution.

The cost of advertising under such conditions is always absorbed by the economies it serves. Advertising today and in the days ahead must be indissolubly bound with business technicality.

Its present necessity insures the maintenance of its high position in the business life of the world. Successful selling today must invoke the full aid which advertising alone can give to it.

Realizing the vital needs of the new era that is upon us, and with a thorough understanding of what advertising can and must do in the impending business situation, we as members of the California Advertising Service Association hereby pledge our every effort and sincerity of purpose to secure for every dollar expended by or through us in advertising, the fullest measure of latent and potential returns.

Reads "Everything in 'A. & S.'"

October 9, 1920.

Editor, Advertising & Selling:—

We are receiving your publication here at the office and I am a very enthusiastic reader of its columns. I enjoy reading everything you have in your good publication and would sincerely miss it were I not to receive it regularly.—Roy C. Sheeler, Advertising Manager, John Lucas & Company, Inc., Philadelphia, Pa.

How's Business?

In reply, an official of one of the largest American firms of textile machinery builders said on Nov. 4, 1920:

"Fundamental conditions have not been disturbed by recent readjustments. We have had only two cancellations, one of which subsequently asked for reinstatement on the list with his original delivery date. Our production is sold ahead for twenty-four months."

Mr. Advertiser, does this answer your question regarding the immediate future of the textile industry?

Textile World Journal

Audit Bureau of Circulations
Associated Business Papers, Inc.

BRAGDON, LORD & NAGLE CO.
334 FOURTH AVENUE, NEW YORK

Men and Women Who Make Our Mediums

Herbert Myrick Is President of the Orange Judd Company and Directing Editor of Its Progressive Farm Periodicals

By RUSSELL E. SMITH

WHEN its printing and publishing plant was consumed by fire early one bitterly cold winter's morning a few years ago, the Phelps Publishing Company resumed business at 8 A. M. the very same day, though in fourteen different buildings all over the city of Springfield, Mass. The story is that when Herbert Myrick saw the flames at four o'clock that morning he snatched a lunch, eating it as he walked rapidly the intervening mile, planning how to handle the fire, how to start up without delay, where and how to get the new machinery, which was wired for before six A. M. This little by-play disposed of, his mind grasped the future development of the city and proceeded to design what was completed a few months later—the Myrick Building of reinforced concrete with its seven acres of floor space.

"I saw it back of the flames upon arriving at the scene," Herbert Myrick once subsequently confessed to a friend. Such comprehensiveness of thought and promptness of action have been life-long characteristics of the man whose personality is wrapped up in *Farm and Home*, "the National Magazine of Rural Life."

FARMING "OUT WEST"

Born in Massachusetts, brought up in frugality, coming from a capable parentage, blessed with a sound constitution, he was early trained to hard work, manual and mental. At 12 he was placed in charge of the family's greenhouse and market garden, and at 13 went to Colorado, where, he used to say, "I had forty years' experience in four—farming, helping to build one of the first irrigating ditches, punching cattle, herding sheep, fighting Indians, finally becoming a printer's devil."

Foreman at 16 of a Denver printing office, he returned to the old homestead in New England, made it pay, and then worked his way through Massachusetts Agricultural College. Here he began writing for and then selling the *New England Homestead*, became assistant editor in his senior year, and agricultural editor when graduated in 1892. *Farm and Home* had been established in 1880 by the same publishers, and the young man soon became identified with it. A few years later the Phelps Publishing Company took over Orange Judd Company and its *American Agriculturist*. Later on Mr. Myrick acquired controlling ownership of the Phelps Publishing Company, associated with a galaxy of able men in the editorial, subscription, advertising, mechanical and financial departments, to whom he generously accords the credit for the large and enduring success achieved by *Farm and Home* and the other periodicals under his direction.

Organization by farmers, especially to insure better methods of marketing, was a specialty with the young man from the very beginning. Tobacco growers were brought together and then the dairymen. *Farm and Home's* championship helped to secure lower postage on seeds, plants and bulbs, followed by rural free delivery. Nor did this cover all of Mr. Myrick's plans for aiding the farmer and the country at large.

THE CO-OPERATIVE MOVEMENT

"I always felt," he said to me, "that this country should produce its own sugar. So *Farm and Home* started a movement that resulted in successfully establishing the American beet sugar industry. Of late years the magazine has been doing what it could to enable sugar beet growers to enjoy a fair share of the amazing prosperity which has come to this industry."

The co-operative movement along constructive lines which in these recent years has become as aggressive as it is successful was attributed by Assistant Secretary Hayes, of the United States Department of Agriculture, to *Farm and Home's* work and to Editor Myrick's book, "How to Co-operate."

"In getting at the root of that problem I came to realize the inadequacy of the American system of banking and the entire absence of any adequate method of rural credits," said Herbert Myrick in answer to a question.

"It was quite a number of years before *Farm and Home* and our associated papers were able to aid in creating a public sentiment that insisted upon better things. Finally, when they exposed the Aldrich bill, *Farm and Home's* efforts were supplemented by a book, 'Co-operative Finance.' It laid down certain principles that, after the Pujo investigation, were embodied in the Federal Farm Loan Act preliminary to the Federal Farm Loan system. What these two acts have done for the United States is now known of all men."

The close hold which *Farm and Home* has upon its readers and subscribers, not only men and women, also the younger people, the boys and girls, Editor Myrick attributes partly to the efficient way in which *Farm and Home* takes hold to help them help themselves.

THE INFLUENCE OF THE FARM PRESS

"*Farm and Home* is not satisfied to say merely what should be done," Mr. Myrick said, "but is ever ready to co-operate with its subscribers in organized effort to accomplish the purpose advocated. Deeds count more than words. Yet *Farm and Home* always tries to take a live-and-let-live position. It realizes the interdependence of farmers with other groups. We must all hang together or we may hang separately. Farmers have better minds and more time to use them than the average city person. Hence the farmer occupies a position of large responsibility and leadership in economics and civics. This accounts, too, for the popular reception of our series of 'Famous Articles by Famous Men and Women' which have been a leading feature of American journalism during the past year. In these articles Hoover, Lowden, Garfield, Governor Allen, Secretary Meredith, Samuel Gompers, John Maynard Keynes, E. B. Moon and other authorities at home and abroad have made so plain and clear the cause and effect of present conditions that American farmers are able to do well their part in the world readjustment and agricultural reconstruction now under way.

"The sound influence of the farm press as a whole is being reflected now in the substantial work of such groups as the National Grange,

American Farm Bureau Federation, and National Board of Farm Organizations. The patriotism, statesmanship, business ability, conservatism and enterprise which enable farmers through these bodies to help themselves and benefit the whole country are worthy of the highest praise and universal support. These groups are making haste slowly, but laying the foundations securely. For instance, it may be two years before the committee of experts on grain marketing will be able to perfect improvements upon present methods of distributing and marketing grain which, when successfully applied, will rebound to the benefit of producers and consumers."

"Then you don't think direct trade will supplant present methods of doing business?" I asked him.

THE MIDDLEMAN QUESTION

"Not wholly," answered the editor-in-chief of *Farm and Home*. "Eventually, some middlemen will be dispensed with. Farmers will be able to buy in larger quantity for spot cash. Advertising for their trade will become even more profitable. The country merchant and local dealer will evolve into even more capable business men. They will afford such service to farmers and farm families as to be indispensable.

"You see this in the rural trade already. I can show you retail stores in small rural villages or at country four corners that compare favorably in the line of goods carried and service rendered with any city department store. They are just as ready and willing to serve an organized group of farmers at wholesale for spot cash as they are to accommodate the little customer with a petty retail order.

"Another development that is coming about rapidly in the country trade is the service station idea. What such stations have heretofore done for autos is now being done for tractors, other machinery, farm implements and household equipment. Service is the biggest idea in modern commerce, even more so in the rural trade than elsewhere. Farmers have the money and are willing to pay the price, but my experience is that they appreciate service more than other folks partly because they have had so little of it in years past."

Mr. Myrick, as seen by his career to date, is a many-sided personage—which, of course, aids him in making his work, through his many publications, so valuable. He is president of the Orange Judd Company and directing editor of its five weekly



HERBERT MYRICK

farm periodicals, including the Orange Judd *Northwest Farmstead* of Minneapolis, the Orange Judd *American Agriculturist* of New York and the Orange Judd *New England Homestead* of Springfield, Mass. These weeklies have over 500,000 subscribers.

HAS WRITTEN MANY BOOKS

He is also interested in other publications, is a practical farmer, operating a farm of some 700 acres and having some landed interests in several Western States, and is president of the Metallic Drawing Roll Company, whose invention has made possible during the past twenty years large extension of cotton manufacture throughout the Southern States.

The periodicals under Mr. Myrick's direction have been especially urgent in advocating the form of rural credits. For this reason he was present by invitation at the White House July 17, 1916, when the President of the United States signed the Federal Farm Loan Act. President Wilson signed it in duplicate, using two gold pens, each in a new penholder. One of these President Wilson presented to Mr. Myrick, who in accepting it said: "Mr. President, with this pen you have signed the Magna Charta of American Farm finance." The other the President gave to Senator Fletcher of Florida.

The Myrick standard bill for farm finance under State law has been followed by legislation in twenty-two States. The Massachusetts Farmland Bank Act is its most perfect expression. He is Chairman of the Massachusetts Farmland Bank, organized under that act.

Mr. Myrick has just completed a new book, "The Federal Farm Loan System," which aims to make the new method perfectly plain. He is the author of numerous books on technical farm topics, also literary works, poems and addresses. His book, "Cache la Poudre, the romance of a tenderfoot in the days of Custer," portrays life when the West was new, and one of the boyish characters therein is the author.

The Hatch experiment bill, enacted by Congress in 1887, was the direct result of the work done by Herbert

Myrick through his publications. That act gave $15,000 annually from the U. S. Treasury for an experiment station in each of the Southern States and in every other State. It has been followed since by legislation that has made available additional funds for agricultural colleges and experiment stations, and has established the farm demonstration system, farm extension work, etc. The Smith-Lever bill and many other national and State laws are a further expression of tangible results growing out of the work of this gentleman and his periodicals.

SEE EXPANDING FARM MARKET

"I am very optimistic as to the future of agriculture and the farm press," says Mr. Myrick. "The present deflation from world war inflation is shaking things down. Extravagance in business and in living fades before the dawn of common sense; hard work begins to replace the 'soft job.' The world realizes as never before its dependence upon agriculture. The real danger is that consumers will continue to multiply faster than producers. This means many prosperous years ahead for American farmers. They will continue to afford a vast home market not only for farm supplies but for household equipment.

"Increased material prosperity among farmers has bred a determination to have their homes equipped with all the modern conveniences which heretofore have been responsible for so much of the movement of families from country to town. In the long run the progressive farmer will have less to worry about than most other people."

Because of Mr. Myrick's work, the farmer has indeed much less "to worry about" than formerly. Perhaps that is the best description of his efforts. "He gave the farmer less to worry about."

Huge Increase in Working Capital

Dow, Jones & Co., New York, has compiled a tabulation showing growth of 139 industrial companies over a period of five years from 1915 to 1919 inclusive. This number of industrial companies, based upon last annual reports, shows combined working capital of $4,387,347,450, compared with $1,921,425,649 at close of 1914.

Fairbanks Co. Vice-President Explains Importance of Jobber

C. B. Stuart, vice-president of the N. K. Fairbanks Co., in commenting on the need of the jobber in distribution, recently said:

"The wholesale grocer is a necessary and valuable link in the distribution of grocery and tobacco products. The wholesaler brings about a greater distribution of merchandise, thus increasing the volume and lowering the prices to the consumer. To eliminate him from the scheme of things would raise prices instead of lowering them," continued Mr. Stuart. "With the jobber eliminated, the retailer would have to buy more heavily and carry larger stocks. This would tie up his capital or restrict his assortments to a very few brands. He would be compelled to pay increased freight charges on goods delivered to him in individual shipments instead of one consignment from the jobber.

"Also, the retailer would be put to the added expense of establishing credit relations with many different firms from whom he must purchase merchandise, instead of with one or two jobbers. He would lose valuable time in interviewing many strange salesmen instead of placing his order with the jobbing salesmen as he does now. He would lose touch with the wholesale markets and the new merchandise offered because all manufacturers who previously sold him through the jobber could not hope to call on all the retailers seen each day by the jobber's salesmen.

"We have never viewed the work of the wholesaler as simply a mechanical function in the distribution of merchandise. We know him as the discoverer and traveler of new territories, as the friend and banker of infant businesses.

"He is a strong, stabilizing influence, helping to keep business on an even keel. We have found him very necessary in our business."

Wins Prize for "Shop Early" Poster

A prize of $250 for the best "shop early" poster was won recently by G. E. Olson, a commercial artist. It was offered by the Retail Merchants' Bureau of the Detroit Board of Commerce.

Wilson & Co. Changes Subsidiary Name

Wilson & Co., Chicago, has changed the name of its subsidiary dealing with animal derivatives used in medicine and surgery, from the Hollister-Wilson Laboratories to the Wilson Laboratories.

Tom Blackburn With Botsford, Constantine & Tyler

Tom Blackburn, formerly of the copy department of the J. Walter Thompson Co. in Chicago, has become chief of the copy department of Botsford, Constantine & Tyler's San Francisco office.

Atlantic-Pacific Tea Sales Ahead

The Great Atlantic and Pacific Tea Company, Inc., reports sales for the first seven months of its fiscal year, ending October 2, totaled $146,847,707, an increase of $43,080,513 compared with corresponding period last year.

McCrory Sales Show Gain

The McCrory Stores Corp. reports sales for September at $1,146,720, compared with $973,585 in 1919. For the year to date sales are $9,643,949, against $7,904,777 a year ago.

Brown Joins Thomart Motor Co.

P. B. Brown has been appointed general sales and advertising manager of the Thomart Motor Co., Kent, O., which is entering the truck market with a new product. Brown was formerly connected with the Liberty Motor Car Co., Detroit, where he was engaged in special sales work.

France Rapidly Being Restored to Normal

How Guaranty Trust President Views Economic Status

By CHARLES H. SABIN

The most significant reaction I noted in Europe during my brief visit there was the rapid return of the French people to their normal life and relations. The general let-down in national morale which followed the ending of the war which characterized France, as well as other belligerent countries, seems to have been completely overcome, and in every important respect, national and individual, France is on her way back. Her new tax programme promises to produce a sufficient volume of revenue to care for the national budget. Her new government is a solid and sane one, which is functioning most intelligently in the emergency. Her people have returned to their old habits of thrift and productive effort, which promise a rapid restoration of economic stability. An increasing percentage of exports and a lower percentage of imports mark the change.

I think it may be safely assured that France has turned the corner of her problem, and, while of course there are many grave questions left unsolved before her, she will be able to meet them.

Superficial judgments drawn from the more or less sensational discussions of current happenings in the newspapers in either England or France do not give a real picture of the fundamental soundness of their situation and the manner in which they are working back to normal. The close relations we have developed with these nations and the absolute necessity of keeping our foreign markets open to American products, as a basis for our own prosperity, of course make their situation most important to us, and it is reassuring to find conditions there generally so good—in fact, much better than I had been led to expect.

Money in Circulation $6,212,030,977

Money in circulation in the United States in September totaled $6,212,030,977. Based upon an estimated population of 107,323,000, the per capita circulation was $57.88. In 1901, the year following the Spanish-American war, the per capita circulation in this country was but $28.18, less than half of the present.

Increase in Mesco Sales

Manhattan Electrical Supply Company reports gross sales for the first nine months of 1920 at $5,752,136, an increase of $775,923, compared to the corresponding period of last year.

And Don't Omit Selling the Dealer on That Vital Repeat-Getter

Williamsport, Pa.

Editor, Advertising & Selling: I cannot help being somewhat impressed by the number of articles in Advertising & Selling relating to dealer cooperation. All of them abound in serious platitudes and recitations of time-tested plans to secure the dealer's interest. Now, how about a few words from the other side?

Awe-inspiring electric signboards along Broadway and ornate counter and window display material undoubtedly affect the dealer and the consumer favorably. But, when all is said and done, it is the out-and-out quality—or lack of it—in a product that the dealer worth selling to goes by in pushing or side-tracking any article. In these days the methods of co-operation employed by distributors are nearly approximate in their effectiveness. They all supply electros, "copy," and tell how many men and women will read their advertisements this month. And they all have lots of that "our line is the best" patter, which is perfectly natural. (Oh, if the fond parents of dealers' helps in the nature of counter cards and window stickers could only see how nine-tenths of their stuff reposes in dark crevices and under piles of magazines!)

A house may have cooperation developed to 100 per cent efficiency. The sales-manager may be a Schwab and the advertising man a genius, but unless the man behind the counter can unhesitatingly recommend your product as something which will give absolute satisfaction (proven by experience), he will display all competing wares with the same interest. The customer makes his or her choice and the salesman wraps it up, trusting to Allah that it will prove—well, that the customer will come back again some time.

Now then, suppose your product is all that one could desire. Say, by way of illustration, that you manufacture men's suits. Your garment has acquired a reputation for being cut full, long wearing, fast color, etc. A customer asks to see shirts. The salesperson will show a number of colorings and price ranges, but the customer does not "register" willingness to buy. He is undecided.

Then the salesman plays trump. He displays *your* shirt.

"Here, Mr. Blank, is the shirt you want." And in an orgy of mounting enthusiasm he recounts selling points by the mouthful. He knows he is telling the truth and the customer feels it. Result: A sale. The salesman wraps up the purchase with a grin, for he K-N-O-W-S Blank will be back again. That's real cooperation!

Yes, it's fine and progressive and all that to provide the dealer with plenty of sales helps, but—if someone else is there with a beyond-question-quality just a little ahead of yours, even though that line doesn't advertise nationally, the other product may move twice as fast as your own. For fine talk and gilt signs don't fool the man behind the counter.

So, while you are cooperating to the nth degree, see to it that the factory gives you quality.

For if you put in quality, the dealer will put in the push.

(Signed) W. Raymond Schick.

Our Foreign Trade $14,000,000,000

The foreign trade of the United States for 1920 will approximate $14,000,000,000, according to estimates compiled by the National City Bank.

This total compares with $11,000,000,000 in 1919, $9,000,000,000 in 1918 and 1917, slightly less than $8,000,000,000 in 1916, slightly more than $5,000,000,000 in 1915, and about $4,277,000,000 in 1913, the year immediately preceding the war.

Discussing the marvelous growth of the country's foreign commerce the bank's statement says the expectation that we should witness a fall off in our foreign trade after the termination of the war has not been realized.

Both imports and exports continue to grow, and the total on both sides of the ledger will be bigger in the calendar year 1920 than in any year since the beginning of the war and several times as much as in any year prior to the war. The biggest imports in any calendar year prior to the war were a little less than $2,000,000,000, and will total $6,000,000,000 in the calendar year 1919, while exports, which never exceeded $2,500,000,000 prior to the war, will be over $8,000,000,000 in 1920.

Export Advertising for Music Industry

In order to direct the attention of foreign buyers to the possibilities of selling American-made musical instruments and supplies, an export campaign has been begun by the Music Industries Chamber of Commerce. The work is handled through the chamber's export bureau under the direction of A. M. Lawrence.

The National Bureau of the organization is now starting its fourth co-operative advertising campaign with music dealers. A series of advertisements will be used in newspapers each week through the months of October, November and December.

No. 4 of a Series on Personnel



C. ALFRED KARPEN
Industrial-Educational Editor

HARRY LEVEY selected Mr. Karpen to edit Truth Productions because of his pronounced ability and wide experience.

Originally an engineer, Mr. Karpen was associated with American Bridge Company, Radio Telephone Company and the United States Government.

His advertising and merchandising experience has been equally as varied, and for several years he has been actively connected with Mr. Levey in the Industrial-Educational Film work.

It is Mr. Karpen's particular function to co-ordinate the various portions of a Truth Production into the completed film in such a manner that the advertising and merchandising appeal is presented strongly without losing the educational and entertaining features. In work of this sort, it is just as necessary to have a complete knowledge of all branches of the moving picture business as it is for a newspaper editor to know his game thoroughly. Mr. Karpen has acted in every capacity from scenario writer, camera man and director to laboratory expert and editor. He has mastered the art of humanizing cold machinery and manufacturing operations to a point where they become entertainment in its highest form. During his association with Mr. Levey he has edited over 300 Industrial-Educational films.

Truth Productions are valuable to business organizations because each step in their preparation and distribution is handled by experienced members of this organization.

Have you investigated the possibilities of this medium in connection with your work?

HARRY LEVEY
SERVICE CORPORATION

Producers and Distributors of Industrial Educational Films

Offices and Studios: 230-232 West 38th Street
NEW YORK CITY

Selling a Method of Merchandising

A Salesman's Business Is to Know the Advertising and Merchandising Plan

TURN the collar of one of our coats back and ask our star salesman whether it was hand-sewn or not, and he probably wouldn't be able to tell you whether it was sewed or nailed on. That's a little exaggeration, of course, but I'm positive he couldn't give the correct names to five fabrics in our line of clothing. But he's not foolish enough to let a customer probe him with such questions. What he knows are advertising and the merchandise plan, and those are the matters he is going to clear up for the customer. I'm a comparative newcomer here, but it is clearer to me every day that what this firm is selling is a way to sell clothing and not the clothing."

The speaker was a junior salesman with one of the best known of houses manufacturing clothing for men, says the New York Sunday *Times*. He had just returned from a trip on which he had made an excellent showing, and he was enthusiastic over his discovery that what a dealer wants to be shown is not the comparative merit of a product, but how it can be successfully merchandised.

"From the conference of salesmen and executives held just before we started on the road," he said, "I carried away a very definite idea: That discussion was all advertising and merchandising and very little clothing. So it was natural for me to conclude that we were to sell the first two articles and let the third take care of itself. And I made no mistake in that inference. I go further now and say that, if a man has learned to sell a merchandising plan, he can sell any advertised brand of merit better than the man who tries to sell the product and puts the merchandising in the second place.

"It sounds like a bromide to say that advertising isn't what it used to be, but a good many salesmen could well afford to consider what has developed in the publicity line. If they enlightened themselves on the subject of modern advertising there is not one who wouldn't benefit, whether he sold an advertised product or not. Advertising today, coupled as it is with a well-thought-out merchandising plan, yields, as a rule, certain definite and known results. Consequently, it removes the one serious obstacle a dealer sees in purchasing a new line. He wants to know whether it will sell or not. Other details are important, but they don't measure up to the importance of that question. Any reasoning or line of sales argument that doesn't meet that question squarely cannot impress the dealer like the straight answer to his question. The quality of the merchandise may leave nothing to be desired. The price may be right. But do these details go to the heart of the question as that chart answers it—so much advertising, so much results?

"The idea that a man is selling merchandising and not clothing or groceries or toilet articles, is one that still needs a big shove to put it where it belongs. As long as there is a mistaken notion about the matter, salesmen of advertised brands will keep on wasting effort in the attempt to make a difficult sale of one article when they might easily sell the other. Now, I am not bending the truth to make it fit my theory when I say that there are plenty of salesmen in the clothing business selling an advertised product who are making hard work for themselves by missing the principle of selling I have described. Many of the older men, especially, fail to realize what the term 'advertising salesman' implies. In fact, they use it rather as a bit of ridicule than as a very true statement of fact. And many others, not of the old school, also make the mistake of thinking that to be classified as an 'advertising salesman' is a slur on their ability. To them the term falls under the despised group of order-takers, as distinguished from salesmen. Just let them open their eyes and see the possibilities of selling advertising. If they know how to go about selling a merchandising plan, they can sell anything that can be merchandised. I wonder if that puts a new light on the matter. It will, if these salesmen realize that once they have put advertising and merchandising where they belong, they are no longer restricted to one field and one product, but, having learned the fundamental science of selling, are qualified to sell any advertised article without the specialized knowledge of that article they now consider necessary.

"Going back to our star salesman, it is evident that he has fully caught the new selling slant I have explained. His knowledge of what he is supposed to sell could be put under a postage stamp. He is just well enough informed not to arouse the suspicion of a customer that he is selling candy and not clothing. He keeps fairly well posted on conditions in the business, but that lets him out—except for his knowledge of advertising and merchandising. But you could call him a conspicuous success in the clothing business without the fear of a dissenting vote. I contrasted his methods with those of other salesmen with our house, not so successful as he, and found his magic formula. He left making clothing to the factory and, assuring himself that the job was in good hands, sold the merchandising of that clothing. The others kept selling clothing.

"To my mind, there is only one criticism to make of the new selling plan. Closer co-operation is necessary between the advertising and the sales staff. Just as too many salesmen are slow to realize the advantages and possibilities of selling a merchandising plan, so the advertising forces are not making sufficient effort to furnish the salesman with all the data required. A most important matter on which the salesman is often left in the dark is how far the house is prepared to go on co-operative effort. Sometimes a salesman takes full responsibility and promises a definite sum as a local appropriation, only to find his promise vetoed by the advertising department. Unless he can be set right on such points, he is apt to find his plans all upset. In other words, every step in the campaign of the advertising executive should be as fully and as quickly communicated to the sales force as any other matter within the jurisdiction of the sales manager."

Made Chief of Agricultural Publications

Harlan D. Smith, head of the office of information of the United States Department of Agriculture, newspaper and magazine writer, has been made chief of the division of publications of the United States Department of Agriculture.

N. Y. "Globe" Starts Financial Bureau

The New York *Globe* has started a financial bureau for handling advertising and news under the direction of Darby Richardson at 20 Broad street, New York.

More Care Needed in Catalog Make-up

Attention has been brought to the Aleppo, Syria, consulate by various local importers and commission merchants concerning the practice adopted by American manufacturers and exporters in relation to the make-up of catalogs and price lists sent to Syria, which, while describing the articles offered for export to that country, are prepared without taking into consideration the buyer's ability to understand them. Vice Consul Willson says:

"As an example, let us take the catalog issued by an American manufacturer of toilet articles. The catalog consists of a large sheet of paper containing photographs of articles such as shaving soap, toilet water, barber's soap, etc., and under each photograph the number of the article is given. The price list accompanies the catalog, but upon investigation the price list is found to contain no numbers corresponding with numbers in the catalog, but only the names of the various products. This method is extremely difficult for buyers to comprehend, especially when the catalogs are printed in English, a language not understood by them. Further, in many cases, the photographs of the articles are taken of side views and the names of same cannot be read.

"Let us now consider the catalog issued by a large manufacturer of leather in the United States. A very important importer in Aleppo received six books containing various samples of leather, and after thoroughly examining them he picked out several grades and turned to the price list, but was unable to solve the 'problem,' i. e., as the leathers were marked by color and the prices listed by name or grade, it was impossible to connect the price with the article. This same merchant, however, cut pieces from the samples and sent them to the United States with the request that he be fully informed relative thereto.

"An importer of steel products desired to purchase a supply of corrugated iron sheets, pipes, etc., and sent an inquiry to the United States for prices and descriptive pamphlets, expecting to receive a short letter giving the information requested. All that he received, however, was an extremely large catalog, printed in English, without an accompanying letter. He could not find the prices he wanted, although photographs were given of the articles.

"All catalogs should contain explicit matter describing the article, i. e., a photograph of the article (if such is given), under which should be printed dimensions, price, order number, and other pertinent matter. Further, care should be exercised that such catalogs be printed in French if sent to northern Syria. If a descriptive sheet is sent accompanied by a price list, care must be observed that the number of the article appearing on the sheet corresponds with the number given in the price lists.

"Catalogs issued by English, German and other European houses follow this principle, as do some American concerns."

Floating Fair From Netherlands to Advertise in Principal Ports

A company has been organized at The Hague for the purpose of sending a "floating fair" as it is called, but practically a ship loaded with sample products and commercial agents to sell them, to various parts of the world, particularly the United States. The concern is organized somewhat on a co-operative basis and proposes to send the Messageries Maritimes vessel, the *Macedonia*, of 6,100 tons burden, to the United States and Central and South America for the purpose of introducing Netherlands products and enabling Netherlands commercial houses to establish both import and export connections in the countries visited.

The plan is for each of the Netherlands firms going into the scheme to advance the sum of 2,800 guilders or, at present exchange, the equivalent of $861 American currency, for each cubic meter of space occupied aboard the vessel by an exhibitor and 200 guilders or about $61 gold for each port visited. The ship will be divided into show rooms and each exhibitor will install aboard the vessel in the space he engages such a display of his goods as he cares to make and will furnish the company with advertising matter, price lists, and other information. The company will furnish an organization of commercial men on the ship who will act as sales agents and will endeavor to arrange satisfactory permanent connections for the exhibitors in the ports visited. For sales actually made the company will charge a single commission of 10 per cent, taking no commission on the business which follows.

It proposes to carry on a comprehensive advertising campaign in the countries to be visited so as to secure the maximum results from the visit. Its chief end, as announced, is to act as agents for the exhibitors rather than to attempt to do business for itself. To this end it proposes to translate and print as well as distribute for exhibitors all their advertising matter, to furnish them with representatives who can speak the language of each country visited, and otherwise to assist them in every way to properly present their goods and secure permanent connections.

It is planned to have the vessel stop about ten days in each port, and the itinerary of the first voyage is announced to include New York, Philadelphia, New Orleans, Vera Cruz, Habana, Port au Prince, La Guaira, Port of Spain, Pernambuco, Bahia, Rio de Janeiro, Santos, Montevideo, and Buenos Aires. The voyage, therefore, will occupy about a six months' period. It is proposed that the second voyage shall be to South Africa, East Africa, India, the Straits Settlements, and the Dutch East Indies.

4 out of 5

Yes, 4 out of 5 advertisers in our Telephone Directories renew or increase their space issue after issue.

These advertisers represent practically every class of American industry. They continue to advertise in the Telephone Directory because it pays.

Our representative will be glad to explain just how the Telephone Directories can fit in with your plans.

New York Telephone Company

P. W. ELDRIDGE, Sales Manager Directory Advtg.

1261 Broadway at 31st Street, New York

Call Vanderbilt Official 130

The Postal Service and the Direct Mail Advertiser

By the Hon. J. C. Koons,
First Assistant Postmaster General*

ONE of the greatest faults we find on the part of the public is the carelessness in addressing mail. More than twenty million letters reach the Dead Letter Office each year because they are so incorrectly and improperly addressed that they cannot be delivered to the addressee or returned to the sender.

These letters last year contained checks, money orders and currency of the face value of more than a million dollars! The losses to the business men because of failure properly to address these letters must have been enormous. Many millions of other letters are so improperly addressed that it is necessary to give them directory service, and though they can be delivered it causes a delay of from twenty-four to forty-eight hours. If your letters are important enough to write, is it not important enough to see that they are correctly addressed? Mail is usually dictated and signed by the highest-salaried officers and employes of a business, then entrusted to the lowest-paid employe for mailing! The careless manner in which the mail is handled by these employes is most distressing. Many instances, which would be considered almost unbelievable, could be cited to bear out this statement. What is true regarding letter mail is true to an equal extent of advertising and circular matter. Advertising matter is of no value to the sender unless it can be delivered to the addressee.

Most large mailers use either the permit or pre-canceled stamp. I wish to encourage the extension of their use. This eliminates two of the operations in the Postal Service, thereby resulting in quicker dispatch of circulars and advertising matter, and its quicker receipt by the addressee. The large mailers, if possible, should not hold back their circulars with a view to depositing them all at one time, because it imposes upon the Postal Service a tremendous burden in handling it. Neither should advertising matter be held until the close of the day before mailing. It should be mailed as early in the day as possible.

To those who use the mails to a large extent I would suggest that when it is your purpose to send out a large quantity of mail or advertising matter you confer with your local postmaster. In many instances where you use pre-canceled stamps or the permit privilege the matter can be routed by the local postmaster before the circular is enclosed in the envelope or wrapper, thus expediting greatly the handling of the matter and resulting in a more efficient service to you. We are continually urging closer co-operation between the postmaster and the public. We are impressing upon postmasters the importance of giving the needs of the mailers their utmost, careful attention to ascertain if possible in what way we can better serve them, and in what ways the business man can assist us with little or no effort on his part to expedite the handling of his mail. We want to give good service.

In conclusion permit me to say that the Postal Service is simply a business of selling service to the public. The better service we can render, the more valuable we can make the service, the greater the public will patronize it. We are willing to do our part; and I earnestly ask the co-operation and assistance of the Direct Mail Advertising Association in helping us render good service.

*An excerpt from a message to the Direct Mail Advertising Convention at Detroit, prepared by Mr. Koons. Official business prevented the First Assistant Postmaster General's appearance at Detroit.

J. H. Behr Joins Akron Agency

J. H. Behr, at one time on the advertising staff of the Goodyear Tire & Rubber Company, and later in charge of sales for the S. & O. Engraving Company, Akron, O., has joined the Akron Advertising Agency Company as director of purchases.

Corn Products $7,000,000 Plant

The Corn Products Refining Co. is now beginning the construction of a $7,000,000 refinery at Kansas City, Mo. A big combination wharf and canning factory at Edgewater, N. J., which cost about $2,500,000, is now practically completed.

Wilson & Co. to Take Over Globe Soap

Preliminary negotiations for the taking over of control of the Globe Soap Company, Cincinnati, O., by Wilson & Company, the Chicago packing concern, have been completed, according to an announcement made by Thos. E. Wilson, president of the latter company.

The First Newspaper Advertisement Appeared in 1642

It has been affirmed that the first newspaper advertisement appeared in 1642, during the Civil War in Great Britain.

In England, the first printed advertisement was set up by Caxton, the celebrated printer, when he announced the completion of "The Pyes of Salisbury," a book containing a collection of rules for the guidance of priests in the celebration of Easter.

The first authentic advertisement was published in *The Mercurius Politicus*, of 1652. In the year 1657 a weekly newspaper devoted to the interests of advertisers, made its appearance in London.

—*O. K. Copy.*

A Lesson from Edison

Mention of the name of Thomas A. Edison usually brings two things to mind—the fact that the Wizard of Menlo Park has been responsible for more important inventions than any other living man, and that he is one of the most indefatigable of workers. Four to six hours' sleep, he has said upon numerous occasions, is sufficient for any one. The rest of the twenty-four should be spent in work of one kind or another.

But even Edison, with a mind weighed down under countless details and thinking continuously of the many problems which he is trying to solve, has time to read. In fact he makes it his business to follow no less than fifty-two trade journals, the leading business newspapers of the country and all the latest books which deal in any way with the work he has on hand.

"Why," he asked recently, "why should a man burden himself with the ordeal of ascertaining things for himself when these same things have already been worked out by others? If there is any doubt as to the correct solution of the problem, that is a different matter. But definite answers have been found to so many of the puzzles which surround us that it would be a waste of time to work out for ourselves, particularly when we can discover just how others have solved the same difficulties without the waste of a moment's time. That, to me, is one of the great values of the trade journals. Each one of them is a treasure-house of ideas, a storage vault filled to overflowing with practical suggestions."

If Edison, who works from twelve to twenty hours a day, can find time to read fifty-two trade journals—not to mention newspapers and books—why is it that so many merchants say "I haven't time to read"? If Edison, one of the most learned of men, can find instruction in all the magazines which reach his desk, why is it that merchants say "Nobody can teach me anything about my business"? Wouldn't it be well to take a lesson from the man who invented the phonograph, the electric light and countless other devices, and make a point of reading more, even at the sacrifice of a few hours of sleep?—*Retail Public Ledger.*

Chicago "Tribune" in New Plant

All departments of the Chicago *Tribune*, excepting the business office, advertising and auditing departments, will be moved next week from the Tribune Building to the paper's new, large, splendidly equipped plant just north of the Chicago River.

"Women's Apparel Review" Reorganized

The *Women's Apparel Review*, recently taken over by the Sincere Press, Chicago, will make its first appearance under the new management November 13. B. Elkan, formerly editor of *Judicious Advertising*, Chicago, is editor, and George W. Kowalski, formerly with the American Posting Service, will be advertising manager.

Former Philadelphia "Press" Men to Meet

Arrangements are being made by a committee, of which E. A. Muschamp, 603 Chestnut street, Philadelphia, Pa., is secretary, to hold a re-union of all former members of the Philadelphia *Press*. A celebration is being planned to mark the passing of the *Press*, which was recently purchased by the Public Ledger Company.

Selling to Men in a Woman's Shop

How a Seattle Dealer Is Multiplying Sales Opportunities

CATERING to men is a new idea for a woman's shop. It was tried, and successfully, by the Sweet Sixteen Company of Seattle, which deals exclusively in women's apparel. J. S. Salmon, manager, believed that men have an influence with their wives and the feminine members of their families, and proved it by his unusual appeal in advertising, says the *Pacific Coast Merchant*.

Here is a typical appeal which he made through the local newspapers:

"There is plenty of publicity directed at you on men's clothing. Some you read and act on. And to some your attention is called by your wife or some other gentlewoman interested in you.

"Now, we want to turn the tables. We want you to do the favor of telling your wife, your sister or some other woman in whom you are interested about 'Sweet Sixteen' garments and Sixteen Dollars.

"She may be in the habit of paying two, three or four times $16 for her suits, coats and dresses. You know if you pay her bills.

"Tell her that you want her to go to the 'Sweet Sixteen' Shop and look over the new fall garments selling at $16—just to please you. If she does she'll be more than pleased at the fine character of these fashions.

"She may know, but, if she doesn't, tell her how before the war we sold these creations at $16—and have done so ever since—and not curtailing style or quality, but actually improving them. Greatly increased sales did this.

"If she knew that we pay $13 for many of these garments in New York, to which 60 cents express is added, she would wonder how with overhead expense we can do it, and why we don't ask $30 for them. Many she has paid $30 for are no better.

"Come with her? We have lots of men who come with their wives or sweethearts. The women like to please the men folks in their dress, just like men dress for women's admiration.

"Do her the favor of reading this ad to her. She will appreciate it and it will be worth many dollars to you."

Mr. Salmon reports that following the advertising carrying an appeal to the men there was a goodly number of men who came to the store with women. All of which proves that men can be interested in women's garments before they are moved from a merchant's racks.

Peggy Paige Expanding Line—Blackman Co. Handles Advertising

Peggy Paige, New York, is planning to expand its line soon so as to include, besides women's dresses, misses' dresses, coats, suits, shoes, hats, nets and sundry apparel. A campaign in newspapers and magazines to popularize the name Peggy Paige and to introduce Peggy Paige, Jr., dresses is now being undertaken through the Blackman Company, which secured the account November 1.

Herbert L. Goff, formerly with J. P. Morgan, is now advertising manager for the Peggy Paige organization.

"Food Journal" Broadens Scope to Cover Manufacturers

Announcement is made of an important change in the editorial policy of *The American Food Journal*, published in Chicago for the past fifteen years. In addition to serving chiefly those interested in scientific food problems, as in the past, the publication will henceforth cater also to the needs of food manufacturers, wholesale grocers, importers and exporters and all others engaged in manufacture and distribution of food products. A new office has been opened at 25 East Twenty-sixth street. J. T. Emery, who was formerly with *Advertising and Selling* and more recently advertising manager of the *Red Cross Magazine*, has been appointed advertising manager, with headquarters in New York.

SYSTEMS BOND

"The Rag-content Loft-dried Paper at the Reasonable Price"

The Importance of Business Stationery

During the course of a year's time many sales are lost on account of business stationery not being quite up to the mark.

Some advertisers pay thousands of dollars for a page advertisement in a magazine, and then follow up the inquiries with a letter written on a grade of paper that wouldn't impress people enough to make them pay eighty cents for a gold dollar.

When you send out a sales message give it every chance to win. Send it on a letterhead that will be a credit to your firm.

SYSTEMS BOND is the advertised paper that will make your letters look better.

A request on your letterhead will bring samples.

Eastern Manufacturing Company

General Sales Offices:

501 Fifth Avenue New York

Mills at Bangor and Lincoln, Maine

Advertising or Sales Manager

(*Continued from page 4*)

about what the future holds for them and their jobs. Through Advertising & Selling I have been in correspondence with a number of them on the question. I have found most of them "business Darwinians" enough to believe that conditions in the advertising department and in the salesmanager's department are not going to remain static and that the relationship between the two departments is not fixed. Some see only the necessity of closer and more effective alliance between the two departments. Some foresee a merger in which both shall sink their identity into one or the other or into something bigger. Some think that the process of evolution in each case will be largely dependent upon the personality of the advertising manager or salesmanager in the case. Some hazard that one thing may happen in the large concern, another in the small concern. Perhaps some are swayed by their identification with one or other department. I expect to quote from these letters and others which are sure to come out in hot response to this article in future issues of Advertising & Selling. Let me quote here from three of the first dozen to come in.

GREATER SPECIALIZATION

The first bears the signature of Charles E. Murnan, vice-president of the United Drug Company, who speaks with the authority of one who has been salesmanager, advertising manager, and sales and advertising manager at the same time. Mr. Murnan, who disagrees radically with views of the head of the food products company, says: "Instead of these two positions merging into one, I would think there would be a greater concentration into each one as separate units. In other words, the advertising manager is becoming a specialist in his own line and the salesmanager is becoming more efficient in his.

"I suppose this impression that you speak of is based more or less on the presumption that it is hard to divide advertising from sales and I admit this. There must necessarily be a very close working arrangement and a mutual knowledge on the part of the sales and advertising managers. One cannot work efficiently without the other. While they are attempting to accomplish the same purpose—making sales—they are specialists, each one in himself.

"Each one has too big a job to be handled by the same man unless through a very broad experience it is possible for one man to direct them both, but the operations must have a distinction.

"Without getting into a very lengthy argument one could explain a very strong difference between the two departments. The sales manager is selling merchandise to the dealer and the advertising manager is selling a belief to the minds of the public. Certainly anybody analyzing these two would not call them the same. It requires a specialist in each line and I don't think it will ever be any different."

FORESEES MERGER

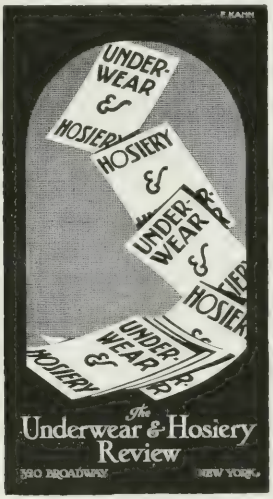
The second letter is dictated by F. W. Taft, manager of the advertising department of the Carter's Ink Company, who says:

"I rather look to a gradual evolution or change, but whether it will be the advertising manager that supersedes the sales manager or vice-versa is going to depend wholly on the man himself. The title is going to mean little. As a matter of fact, I look to see a new title which is rapidly coming to the fore, anyway, that of merchandising or sales promotion manager, which will finally take care of the two separate and distinct lines which now are taken care of by salesmen and advertising.

"I think, however, that there will be always an advertising manager. He may degenerate to become simply the head of a sub-department in a sales department, just as now the usual advertising departments are considerably subdivided."

In the third letter, which will be reproduced in full later, R. N. Fellows, advertising manager of the Addressograph Company, calls attention to the fact that "in one particular line of business within the past year the sales managers of four nationally known concerns have been promoted either to be vice-presidents or directors, or both, in their respective companies, whereas the advertising managers in those companies still retain that title and apparently their same circle of influence in their respective organizations."

And that sets one thinking a bit, doesn't it?



WE are in need of a competent hardware man, thoroughly familiar with compiling hardware catalogues. We want one who is capable of earning from $3,500 to $4,500. Address, Box 283, care Advertising & Selling.

Ruthrauff & Ryan
INCORPORATED
ADVERTISING
404 Fourth Ave. at 28th St., N. Y.
Chicago: 30 N. Michigan Blvd.
Baltimore: 209 N. Liberty St.

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.
POSTAGE · 18 East 18th St., New York City

Fairbanks, Morse Co. Sales Gain

Net sales of the Fairbanks Morse Company for the first nine months of 1920 were $26,305,684, a gain of $6,095,088 over the previous year. Net profits were $2,905,330 as compared with $2,359,029 for the same period in 1919.

C. L. Reisner, De Laval Advertising Head

C. L. Reisner, formerly connected with the advertising department of the Moline Plow Co., Moline, Ill., has been appointed advertising manager of the De Laval Separator Co., New York.

"GIBBONS KNOWS CANADA"
MONTREAL TORONTO WINNIPEG

The Billings & Spencer Campaign

(*Continued from page 6*)

behind the chief executive's desk in the office of the big purchaser of drop forgings tomorrow. So, in addition to its national advertising in the *Saturday Evening Post*, the *Literary Digest* and the *Scientific American*, and to its trade and technical paper advertising in nineteen periodicals covering that field, Billings & Spencer went out to "the man on the street" through the newspaper. Newspaper readers in the twelve states which had been showing the best sales for Billings & Spencer products were chosen for the initial campaign.

The topics of this advertising and the symbols chosen to represent Billings & Spencer standing and standards here were those Billings & Spencer products with which the man on the street had the closest acquaintance—the wrench and other small tools. About one-third of the company's production total is made up of wrenches, one-half going to contract drop forgings and the rest to machinery.

The keynotes of this campaign were simplicity and friendliness. Each piece of copy bore a picture of a small tool drawn in on a hand-stippled background. Each piece of copy sought to put over one thought. For example, a piece lying before me reads:

After a man has used a Billings & Spencer wrench for ten or twelve years he becomes something of an authority on how good a tool can really be.

Here's another:

No matter how good-natured a man may be, he is apt to balk at lending you his Billings & Spencer wrench.

This copy is selling Billings & Spencer small tools. It is selling something else—something that will be carried over from the day when "the man on the street" is just "the man on the street," valuing the wrench with which he tinkers at his leaky kitchen faucet almost as he values his "jimmy pipe," to the day when he gets behind that executive's desk to which I have referred. That something is faith in Billings & Spencer, coupled, of course, with the impression of Billings & Spencer supremacy.

So, you see, if my agency friend had not started me out on another train of thought, this story might have been written from a different lead and called, "Selling One Product to the Man on the Street to Sell Another to the Man Behind the Desk."

What about results? In the first place, total 1920 sales to date on all Billings & Spencer lines have shown an increase of 19 per cent over 1919 sales for the same period. In ten of the eleven states in which newspaper advertising was carried on the average 1920 sales' increase over 1919 was 28 per cent. When we get down to examine the newspaper advertising at close range we find results like these: $9,180 was invested in newspaper advertising in New York; the increase in business in New York for 1920, as compared with 1919, amounted to $23,000—a gain equalling 250 per cent of the advertising expenditure. In Cleveland $3,510 was spent; and 1920 business totalled $60,000 above the 1919 business—a gain of 1700 per cent of the advertising expenditure. Chicago's increase went to 300 per cent of the advertising cost; Detroit's to 810 per cent; San Francisco's to 223 per cent, and Hartford's—the home town's—to 1250 per cent.

These gains reflect the value of the newspaper advertising directly. The proponent of national advertising will add that they reflect, just as directly, the value of the national advertising going into those cities. They demonstrate, above all, that here is an institutional campaign that will not need weeding out.

To Sub-Let

Space 50 x 65 feet at 471 Fourth Ave. between 31st and 32nd Streets. Now occupied as business offices. Has plenty of light, eight windows in front and six in rear. Present lease has five years to run from February 1st, 1921. These offices would be very desirable for an advertising agency or a publication office. Apply Mr. Clarke, Fifth floor, 471 Fourth Avenue.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising – Established 1891

Features in this Number

November 13, 1920

PAGE

Advertising or Sales Manager—Which?.....*Gilbert Evans* 3
Is there an exit sign over the door for one of them?

Selling on Points That Sold Lincoln.....*Ward Gedney* 5
The Billings & Spencer institutional campaign that is getting big results.

Putting Selling Force Behind the Sales...*Humphrey M. Bourne* 7
The merchandising opportunity where goods and public meet.

The Copy Writer's Method..... 8
One of T. B. Stanley's advertising cartoons that gives us a slant on "atmosphere."

Making the Mailed Salesman Earn His Way....*R. J. Rehwinkel* 9
He won't do it unless you lend a hand.

The Purpose of Advertising Analysis....*Chalmers Lowell Pancoast* 12
Visualizing the aims of the campaign helps the advertiser and space salesman.

A Woman's Place in Poster Advertising.....*E. Walter Osborne* 15
Mrs. Carolyn G. Jones of Rome, Ga., is a successful poster advertiser.

Humor Scores in the Advertiser's Appeal.....*Louis E. Shecter* 16
It's better than a too positive or negative tone.

Exclusive Agency or an Open Field?.....*John M. Schlachter* 18
Some pertinent points that may help you decide an important question.

Edge Law Banks and Foreign Selling.....*A. H. Titus* 23
The President of the First Federal Foreign Banking Association writes of credits for foreign trade.

A Time to Advertise..... 25
And time, also, for the business editor to give maximum service.

Herbert Myrick.....*Russell E. Smith* 30
An intimate study of the personality of the President of the Orange Judd Company. One of the "Men and Mediums" series.

Calendar of Coming Events

November 15-19—Annual Convention, American Specialty Manufacturers' Association, Hotel Traymore, Atlantic City, N. J.

November 15-20—Second Annual Convention and Exhibition, American Gas Association, Hotel Pennsylvania, New York.

November 17—Semi-annual Meeting, Southern Cypress Manufacturers' Association, Jacksonville, Fla.

November 17-18—Annual Convention, Southern Sash, Door & Millwork Manufacturers' Association, Atlanta, Ga.

November 17-19—Annual Meeting, American Petroleum Institute, Washington, D. C.

November 18-19—Annual Meeting, National Association of Motor Truck Sales Managers, Detroit.

November 22—Annual Convention, Associated Industries of America, Atlantic City, N. J.

November 29-December 4—International Advertising Exhibition, White City, London.

December 6-8—Annual Meeting, Association of National Advertisers, Lakewood, N. J.

Five Crop Records Broken

American farmers broke production records with five crops this year—corn, tobacco, rice, sweet potatoes and pears. Other crops closely approaching records were oats, barley, rye, potatoes, apples and hops. Corn, outstripping all records with a production of 3,199,126,000 bushels, or 75,000,000 bushels more than ever grown before in the United States, is said to be the greatest crop in the history of the world.

Films Advertise U. S. Goods in India

By means of moving picture films certain American products are now being advertised in the theatres of Karachi, India. One or two reel films of American machinery at work, such as a complete series of views of road making and road-making machinery, have lately proved interesting to theatre patrons apart from any advertising merit they might possess.

It is suggested by Consul Richardson, of Karachi, that if such pictures could be given a little more pertinent relation to local conditions, such as showing the Indians pictures of people of their own race operating the machinery, the films would present a greater appeal to the Indian public in bringing before it a better realization of the industrial activities of a country now becoming known as a source of supply of many articles hitherto purchased elsewhere. Though involving a certain amount of theatrical "business," the Consul believes that good results will ultimately be achieved from this method of screen advertisement.

New York Times Club Holds Dance

The New York Times Club held a very successful entertainment and dance, attended by about a thousand persons, at the Hotel Commodore on the evening of November 9. The program, which was under the direction of Leon Redlick of the advertising department, included Eddie Cantor and other Ziegfeld and Keith performers.

Offices of the Club are: Adolph S. Ochs, honorary president; Hugh A. O'Donnell, president; C. J. Walsh, vice-president; Lillian Gleason, secretary; Warren Nolan, treasurer, and Marie A. Mullaney and Howard Humphries, sergeants-at-arms.

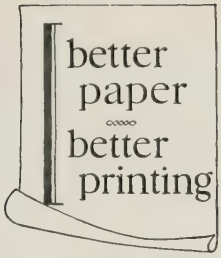
The second annual meeting of the membership will be held this week to elect officers for the coming year.

National Thrift Week January 17-23

National Thrift Week, which was successfully carried out in 633 communities last year through advertising, will be observed again from January 17 to 23, 1921, when it is estimated more than 1,000 communities will take part. Each day of the week will emphasize a special phase of thrift, in the following order: Bank Day, Budget Day, National Life Insurance Day, Own Your Own Home Day, Make a Will Day, Pay Your Bills Promptly Day and Share With Others Day. Forty national organizations are co-operating. The movement, which is carried on by the Industrial Department of the Y. M. C. A. International Committee, New York, is not aimed to sell goods, but to develop character in the lives of young men and boys.

Black, Scribner's Advertising Manager

John Black, formerly a member of the staff of the Brooklyn *Daily Eagle* for five years, has been appointed director of advertising and publicity of the Charles Scribner & Sons Publishing Company. He succeeds J. W. Rogers, now in Europe.



The *Obligation* to buy Good Printing

YOU buy printing for but one purpose — to place your message before the many.

There is a definite obligation upon every man who seeks the service of a printer. He must not use press, paper, type, and ink—the forces which in three centuries unchained the intelligence of mankind—to produce that which is false, foolish, or ugly.

THE school books of your son and the catalog of your business represent more than education and commerce. They are monuments to the genius of a long list of men, who when they thought of printing thought always of Better Printing.

WE know that Better Paper helps produce Better Printing.

BUT much more is needed. One must *want* Better Printing. The mill that strives to produce a better sheet of paper and the printer who strives to print that paper as well as he can, are alike helpless if their customer is indifferent to such aims.

IT is something to know that good printing is more profitable than poor printing. But it is a greater satisfaction to feel that your printing expresses not alone the best that is in you and your business, but the best efforts of your printer, the ink maker, the engraver, and of the paper manufacturer who improved his product as much for *constructive* as for *competitive* reasons.

WHAT Warren's Standard Printing Papers have done to make Better Printing *possible* and *desired* can be seen in Warren's service books and brochures in the shops of large printers, and in the offices of paper merchants who sell the Warren Standards. These books are also on exhibition in the public libraries of our larger cities and in those clubs which devote attention to graphic art.

ONE can know good printing and not know Warren's Papers, but a familiarity with the Warren Standards amounts to a familiarity with earnest effort to help American business with Better Paper toward Better Printing.

S. D. WARREN COMPANY, BOSTON, MASS.

Warren's Standard Printing Papers are

Warren's Cameo
Dull coated for artistic halftone printing

Warren's Lustro
The highest refinement of surface in glossy-coated paper

Warren's Warrentown Coated Book
Glossy surface for fine halftone and process color work

Warren's Silkote
Semi-dull surface, noted for practical printing qualities

Warren's Cumberland Coated Book
A recognized standard glossy-coated paper

Warren's Printone
Semi-coated. Better than super, cheaper than coated

Warren's Library Text
English finish for medium screen halftones

Warren's Olde Style
A watermarked antique finish for type and line illustration

Warren's Cumberland Super Book
Super-calendered paper of standard, uniform quality

Warren's Cumberland Machine Book
A dependable, hand-sorted, machine-finish paper

Warren's Artogravure
Developed especially for offset printing

Warren's India
For thin editions

Warren's STANDARD Printing Papers

Color Helps Lose a Football Game

Harvard Men May Remember This Game

IT WAS played back in 1915. One of the surprises of mid-season. Harvard was playing a smaller college team. The first quarter passed and Harvard had not scored, the second and the third—and but two minutes remained to play in the final quarter when the Harvard team was forced to punt.

It was raining torrents, but the crowd remained in the Stadium watching the smaller team play desperately for victory or a scoreless tie. The game became a panting, desperate fight, a crashing melee of mud and men. And the crowd marveled when they saw the Harvard team slowly forced back into their own territory.

Then catastrophe—for the smaller college. A conference, a quick and complicated shift and the ball was in play. Far back of the line the quarterback received the ball. His ends and backs spread fanlike down the field. Evidently a forward pass.

But a Harvard tackle crashed through and lunged at the quarterback holding the ball. Harvard ends darted at him from both sides. He did the inexplicable. He tossed the ball directly into the arms of an onrushing Harvard end who dashed with it down the field for a touchdown. Harvard won!

They called it luck. Of course! Harvard forgot the game in her preparation for the final games of her season. But followers of the smaller college never ceased to wonder what impulse caused their quarterback to pass the ball directly into the arms of the Harvard end. The explanation, however, is simple: *Color.*

* * * *

Harvard's colors are crimson, those of the smaller college deep maroon. Before the game both captains realized that as crimson and maroon jerseys look about the same, it would prevent endless confusion if one team changed. So the smaller college team wore the black jerseys of the Harvard second team.

Then came the vital moment of the game. When his line crumbled, pressed on all sides by the Harvard tackles and ends, the quarterback's mind and body co-ordinated instinctively. In the emergency his mind slipped from his conscious control to the control of his subconscious instinct. The signal had been given for a forward pass. He must pass the ball. He must act. For four years he had been trained to pass the ball to a player in a maroon jersey. Crimson looked like maroon and, as every psychologist knows, *color impressions cling most forcefully and longest in the human mind.* Without conscious thought he passed the ball to a man in crimson. Naturally. And the game was lost.

* * * *

That quarterback's mind, instinctively clinging to color associations, and acting on them subconsciously, *presents an excellent object lesson for advertisers.*

It is only one of the hundreds of incidents which prove the teachings of psychologists that color impressions cling longest in the human mind, that we think fastest in color, and that *color associations supply a subconscious motive force which presses to volition and action.*

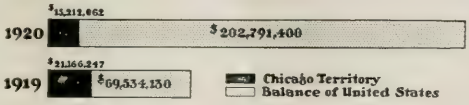
And it explains to a certain degree the phenomenal returns achieved by great color pages in the American Weekly.

No wonder the tremendous collective impression made by color advertising on the minds of 2,500,000 progressive American families—located in the seven great trading centers of the country and with money to buy products advertised in color—cannot fail to bring phenomenal returns.



Advertising & Selling

NOVEMBER 20, 1920



Failures Decrease in the Chicago Territory

During the first nine months of 1920 business failures in The Chicago Territory (Illinois, Indiana, Iowa, Michigan, and Wisconsin) dropped below those for the corresponding period of 1919—16% in number and 28% in volume of liabilities. This was in face of the fact that for the balance of the United States failures for the same period increased 26% in number and 190% in volume of liabilities.

The importance of this exception to the general reactionary trend is apparent since The Chicago Territory is a market with double the population of the entire Dominion of Canada.

Concentration of sales and advertising effort in these five prosperous states is facilitated by the tremendous prestige of The Chicago Tribune with its circulation of 450,000 daily and 700,000 Sunday.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Write For The Tribune's 1920 BOOK OF FACTS

The broadside pictured below was printed on Foldwell and carried four actual size Saturday Evening Post advertisements in colors besides the Fayette R. Plumb Company's merchandising story for 1920. It is saddle stitched, has five repeated folds, 12 pages, and measures 17x50.



Foldwell and National Advertising

Big printed pieces must have extra strength to save their appearance—to stand up against extra folding and handling. That is why Foldwell—with its rag base and long fibres which give it unusual strength—is the logical paper for elaborated broadsides. Send for samples.

Foldwell
TRADE MARK
Coated Book
Coated Cover
Coated Writing

YOUR dealers know only what you tell them about your 1921 campaign. They cannot be expected to share your enthusiasm or "hook up" with your campaign unless they are as familiar with it as you.

This year a great number of national advertisers presented detailed plans of their advertising to their dealers. Unusual broadsides were used for these presentations in which the *advertisements themselves* were reproduced in actual size and color, and their purposes explained.

Such broadsides give the dealer a more comprehensive view of his sales possibilities and naturally the advertiser's results show marked improvement.

CHICAGO PAPER CO., *Manufacturers*
834 S. Wells St., Chicago, Ill.

Nationally Distributed

Chicago—The Central Printing Market



One of the largest and most completely equipped printing plants in the United States

Rogers & Hall Company
Catalog and Publication Printers

Artists · *Engravers* · *Electrotypers*

Specialists in the art of Catalog and Publication Printing for more than thirty years!

A Printer Is as Good as His Equipment *Plus* His Organization

Our Equipment includes the latest and most efficient time-saving machinery—Linotypes, Monotypes, Color and Rotary Presses, Type-casting Machines, and complete facilities for Binding and Mailing.

Our Organization is composed of men and women who are experts in their work, and who are intelligent enough to realize that your interests are as important as their pocketbooks. That guarantees Quality!

Our Plant is in operation day and night 12 months a year—constantly turning out work for firms all over the United States. That guarantees Delivery!

Our up-to-date labor-saving facilities and the efficiency of our management enable us to take advantage of every possible turn of the market and figure closely on materials. That guarantees a Fair Price!

Thus, we are right on **Quality, Delivery** and **Price!**

In addition, we offer you every possible help in obtaining catalog compilers, advertising assistance, editors, copy writers and everything else necessary to the promotion, preparation, printing and mailing of your publication.

Rogers & Hall Company

Catalog and Publication Printers

Polk and La Salle Streets, Chicago

Telephone Wabash 3381

ADVERTISING & SELLING, NOVEMBER 20, 1920
30th year. No. 22. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1870. Price, 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City



Sell the Farmer
with
100 Acres and Over

Every farmer is a consumer, but not every farmer is available through advertising.

There is the farmer who reads little or nothing, and consequently cannot be reached through the printed word.

There is the mediocre farmer who operates on a hand-to-mouth basis and lacks the intelligence and buying power to install modern methods and modern equipment.

Then there is the upper stratum of farmers who are students of well-edited farm papers as an aid in their business.

This group produces the biggest yields and determines the farm and buying practices of their neighbors.

Among this group are consumers of everything for farm, household and personal use.

How can we pick them out? By and large they are the men running farms of 100 acres and over—2,669,891 of them in all.

The Standard Group of quality papers with 1,150,000 circulation maintains a staff of eighty-eight editors whose services command the interest and loyalty of the leading farmers of America.

Sell a Standard Farmer and You Sell His Neighbors Too

THE STANDARD FARM MARKET

(One Out of Every Worth-while Two Farm Homes)

Pennsylvania Farmer
Established 1880

The Breeder's Gazette
Established 1881

Wallace's Farmer
Established 1895

The Ohio Farmer
Established 1848

The Wisconsin Agriculturist
Established 1877

Prairie Farmer, Chicago
Established 1841

The Nebraska Farmer
Established 1859

The Progressive Farmer
Established 1886
Memphis, Dallas, Birmingham, Raleigh and Atlanta

The Michigan Farmer
Established 1843

Pacific Rural Press
Established 1870

The Farmer, St. Paul
Established 1882

Hoard's Dairyman
Established 1870

Western Representatives
Standard Farm Papers, Inc.
Conway Building, Chicago

Eastern Representatives
Wallace C. Richardson, Inc.,
95 Madison Ave., New York City

All Standard Farm Papers are members of the Audit Bureau of Circulations

ADVERTISING & SELLING
The National Weekly of Modern Merchandising — Established 1891

J. M. Hopkins, President;
H. B. Williams, Vice President;

ADVERTISING & SELLING CO., Inc.,
471 Fourth Avenue, New York, N. Y.
Telephone, Madison Square 1765-6-7

Ralph B. Smith, Managing Editor;
George Roosevelt, News Editor.

30th Year | NOVEMBER 20, 1920 | Number 22

The Missing Link in the Sales Chain

What the Sales Promotion Department Can Do to Connect Marketing Effort With Accomplishment

By J. E. BROWN
Sales Promotion Mgr., United States Tire Co.

INTO the breach that formerly divided the efforts and resulting accomplishments of nearly all sales and advertising departments we now find firmly intrenched a connecting link known in most organizations as a sales promotion department.

Up to very recent years the specialists of advertising and the specialists of selling were inclined to follow their own well-charted courses without knowing or, in some unfortunate instances, without caring to know what the other department was doing or planned for the future. Quite true, the sales manager was familiar with and often dictated the policies of the advertising department, but out in the field, the salesman, through no fault of his own, found it impossible to follow all leads produced by his company's advertising, to sell his dealers on the assistance they might expect by allying their efforts with the advertising campaign of the "house," or to swing the near-prospect into the full-fledged class through missionary efforts. It was for just this work that sales promotion departments have been organized recently in many local as well as national advertising companies.

COMPETITION REVIVING SALES PROMOTION

A survey of a dozen different sales promotion departments in as many different organizations would in all probability bring to light twelve totally dissimilar methods of operation. Such departments have, like Topsy, "just grown" and since they are usually of comparatively recent birth they do not possess the prestige of their older brothers, the advertising and sales departments. It is also an almost universal fact that the potentialities of sales promotion have not as yet been fully recognized, although this same force has doubtless been a deciding factor in the success of many a million-dollar advertising campaign or has given the necessary backing to lagging sales forces.

In a number of organizations promotional departments came into existence prior to the flood of business that engulfed most American manufacturers, jobbers and retailers soon after that fateful August day in 1914. With the increase of business advertising, generally, in its many forms, and selling became more simple problems and these newly organized sales promotion departments, which had begun to make the road smoother for both advertising and selling, were looked upon as non-essential or at least not exactly necessary to insure prompt turnovers of stock.

If it were suggested at that time and under those conditions that the advertising appropriation might be profitably sliced, the suggester would have found himself promptly smothered with very good reasons why the lessening of advertising would be suicidal to post-war business. Had a reduction of the selling force been proposed the deluge of protests would probably have included the "protection of customers' good-will," "retaining dealer outlet" and other logical reasons why personal contact could not be diminished.

Sales promotion, however, had not become sufficiently prominent to follow in the wake of its more powerful coadjutors and its struggle for recognition was too feeble to overcome the apparently insurmountable argument that all obtainable goods were sold without it. It was in those days that the previously well-planned line of at-

An Important Series

SALES Promotion, designed to give strength and purpose and result to the work of the advertising manager and the sales manager, is a subject to which manufacturers are turning with fresh interest as this buyers' market places fresh demands upon their selling ability.

This is the first of a series of articles on Sales Promotion which Mr. Brown has written out of his seven years' experience in this work. Other articles will deal with organization of an efficient department, its special functions, its relation to other departments, etc.

THE EDITOR.

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tack became diffused and sales promotion took on a different form with a new duty of satisfying rather than creating the demand. All that is history now. Sales promotion is again returning to its source and in many companies its flow is being scientifically directed to fill a very definite need.

AN AGENCY'S PROBLEM

Not long ago a well-known advertising agency found one of its clients seriously debating the value of newspaper and magazine campaigns which the agency was conducting for them. This particular company had marketed its product with considerable success for years through jobbers. Advertising had been done in a limited way through trade papers and chiefly because competition had not been particularly pressing, their order files were consistently bulky. An additional factory had been built and new equipment added with the result that production soon crept up on sales totals. It was then that the advertising agency was called in. Its campaign had consisted of strong, forceful copy and space had been well chosen, but still came the question of whether or not it all paid.

Not by any means content to allow its prestige to be injured, the agency gained permission to step into the sales department of the manufacturer and conduct a little investigation of its own. Inquiries had been coming in—hundreds of them—and quite religiously had been answered. A brief courteous note had been dropped into the mail urging the prospective buyer to consult his local dealer and if the dealer could not supply the article, to write the jobber nearest him. The prospect's name was then sent to the jobber and forgotten.

From that point the representative of the advertising agency continued his investigation on to the jobber. After a considerable search through the office of one of the largest of the distributors he unearthed the graveyard of the inquiries. They had been piled up in a desk drawer with the intention of "following them up some day." The jobber was entirely willing to turn them over to the advertising man so they were bundled up and taken back to the manufacturer, together with the names of the jobber's dealer customers who had bought any of his client's products. Another letter was sent out to the names on the dust-covered bundle of inquiries. The local dealer, if there was one in the town, was given the prospect's name. If the jobber did not have a customer in that certain town Dun's and Bradstreet's were consulted and the most satisfactorily rated dealer was given the possible buyer's name. He was urged to get an order in to the jobber, and the jobber was asked to have a representative call on that dealer. As a further incentive to produce dealer interest an offer was made to circularize his trade on the manufacturer's product. The chain had been completed and within three months the graphic chart of the sales department showed a decided upshoot.

INTENSIFIED SELLING MORE NECESSARY

With a so-called buyers' market rapidly approaching, or, indeed, actually here in some lines of merchandising, there is going to be a greater need for intensified selling. The revising of salesmen's territories may be productive of increased sales without materially adding to selling percentages, but smaller territories won't entirely care for the greatly increased burden added to the back of the sales department by war factory outputs that came with the high tide of easy selling.

The salesman who can devote more effort to actual selling and less time to the preliminary working of a territory will naturally add to his sales. When he finds a prospect fully informed of the basic merits of his proposition less time-consuming introductory explanation is necessary. Sales promotion can be made of tremendous value to the salesman who harnesses his salesmanship to the power of correctly directed sales promotion.

If the hum of industry is to be kept constant through the period of readjustment salesmanship and advertising must create a demand for, and dispose of, the products of numerous factories, farms and work benches—the masonry of a nation's prosperity. Sales promotion is being looked to as the means of correlating the workings of these two big wheels of commerce and to glean the fields of business that have been, heretofore, at least partially wasted.

Through their dealer help efforts such departments that have been established in several organizations, have been able to get in some effective work during the past few months when retail dealers generally have found their shelves overcrowded. By persistent fine-tooth-comb methods, these sales promotion departments of several jobbers and manufacturers have taken their goods out of the slow moving class during a time of stagnant stocks, and made them conspicuous in the dealer's eye and in his profit columns as quick turnover articles.

IN THE RETAIL FIELD

In the larger retail establishments, sales promotion departments are rapidly being added. Specialization is often possible in the activities of department store sales promotion whereas, for example, it would be disastrous if the whole selling and advertising forces were concentrated behind a single article or line of goods. It is just this wieldy flying-squadron type of sales promotion that will find itself needed in the retail field.

It is a well-recognized fact that only a small percentage of actually interested buyers are brought to the attention of the average advertiser. Many readers of his advertising are all but stirred to the point of buying, or at least investigating. In this vast field of half convinced prospects, the properly organized sales promotion department may also expect to wax fat.

Quite frequently sales promotion has been incorrectly considered a strictly mail order arm of the sales department. Although one of the functions of a promotion department often is to secure direct orders it is not always advisable to compete with the salesman for business. A personal call will generally result in a larger order than a letter call, or a customer induced to come into a store will make greater selections than he can be expected to through the mail.

But there are other duties just as important and just as fruitful for sales promotion. Analysis of trade conditions, conducting salesmen's campaigns, stimulating dealer effort, reaching into smaller towns or unworked territories, putting dealer advertising into paying use, the following up of personal solicitation and the adjusting of grievances through actual selling letters, are a few of the duties the well developed sales promotion department can handle with profit.

VERSATILITY A REQUISITE

The caliber of men selected for sales promotion work should be very carefully considered. The square peg in a round sales promotion hole may soon allow a waste that would rapidly diminish the value of a department when its expenditures and its results are balanced up.

In an organization that had developed sales promotion over a period of three years, it was recently decided to add to its promotional department. A salesman who had made a conspicuous success on the firing line and a man thoroughly seasoned in the advertising department were picked. Both were found wanting. The idea

(*Continued on page* 38)

How the Canner Will Preserve His Market

The Story of the National Advertising Campaign Which the Canners Association Will Start in January

By EDWARD A. KERR

IN A little while every canner who is a subscriber to the advertising campaign of the National Canners Association at Washington will have become a national advertiser. It will be an altogether new experience for him. In a little while the "Seal of Inspection," which is the symbol of the National Canners Association's daily inspection service and which is this year pledged to upwards of twenty-eight millions of cases of American canned foods will be commended to the women of this country in a campaign of national advertising. The women of this country are going to be greatly interested in this unique "Seal of Inspection" and will read the story of it with an alert interest.

MEETING THE CONSUMER

As the result of freshly awakened interest upon the part of the consumer the buying of canned foods will have a new trend and direction. The canners of the United States have a very good reason for thinking that whereas the women of this country know canned foods, they do not know them as well as they deserve to be known and that they do not use them as freely as they should. Adversity has had wholesome compensations for the canner. Dark and distressful days have often come upon him. The canner has indeed paid a heavy toll for his stubborn persistence in eschewing the more modern methods of merchandising. The canner was essentially the producer. It was the function of the distributer,—the wholesale grocer and the retail grocer —to bring canned foods to the attention of the people. Advertising had never come within the canner's purview. From earliest days the canner addressed his attentions to only the distributer. Indeed the very destinies of the canner were lodged in the hands of the distributer. The canner forgot that the consumer had a very special claim upon his attentions, a claim transcending every other claim from whatever source. Things merely happened for the canner. Now there would be a heavy demand for canned foods and now there would be scarcely any demand at all; and he would rejoice in the one condition and repine because of the other. In the economy of the canner, demand proceeded from the distributer. It had never occurred to him that the real source of demand was in the consumer. The canner could well assure himself that the people knew canned foods. Canned foods were indeed a very staple of staples, universally distributed. Certainly distribution lacked nothing of completeness. In spite of the admitted widespread knowledge of canned foods among the people, it was still true that the distribution of canned foods among them remained during a long time at the exceedingly low level of two cans per capita. Sometimes, under especially favoring crop conditions, the production of canned foods assumed very large proportions. Often the canner's soul had been very severely tried because of nature's overflowing bounty. Especially large crops had an ominous meaning for the canner. What should he do with an unusually large pack of canned foods? What was the use of it all since a declining market would be the inevitable result?

To Advertise the Can

THIS is the first complete inside story of the big campaign scheduled to start January 1, whereby the National Canners Association will strive to stabilize and extend the market for the products of the humble and too slightly appreciated can.

The canner has at last discarded the philosophy of Micawber. Hereafter he will apply the powerful force of advertising as a corrective to conditions which hitherto he met with a sigh—and a loss. The feature of this campaign is to be the selling of the women of the country on the "Seal of Inspection" which this year will go on upwards of 28,000,000 cases of American canned goods.

The meaning of the seal and the part it and copy like the specimens reproduced with this article are to play in the campaign are explained by Mr. Kerr. THE EDITOR.

DROPPING "MICAWBERISM"

But the consumer has at last come into the life of the canner intimately. Canned foods are now to have a virile expression among the people. The canner has at last discarded the philosophy of Micawber. "Waiting for something to turn up" has always been the philosophy of sloth and indolence. The position of the canner was closely akin to that of the distributer of coffee and of rice and of brooms. Not unlike canned foods, coffee is a very staple of staples. The growers of coffee, however, discovered that the interest of the people in coffee was declining. Prejudices towards coffee were forming in the minds of the people, and these prejudices were reflected in a greatly reduced distribution of coffee. And so the coffee growers would advertise. Brooms! Housekeepers had used them from time immemorial. But brooms were now falling into disfavor. Other cleaners were being very diligently commended to the attention of the people and in the homes of the people were taking the place long occupied by the humble broom. If the broom would return to its accustomed position in the homes of the people it must needs be called attention to and so the broom distributers would advertise. During long centuries rice among the people had been a very staple of staples. Everybody knew rice but it was evident that the rice-eating habit among the people was declining. Other cereals were being proposed to the people's attention and were pre-empting the position which rice had long enjoyed. It was a matter of very great concern to the rice growers that the favor of the people should be withdrawn from rice. So the rice growers would advertise.

The campaign of advertising which is being conducted under the auspices of the National Canners Association

in the interest of a freer and wider distribution of canned foods is not untimely. At last it has been recognized that if the demand for canned foods would grow from more to more canned foods must needs be advertised. And so the canners have at last sought the wholesome counsels of advertising.

THE CAMPAIGN PROGRAM

It is remarkable that during a number of years the distribution of so important a staple as canned tomatoes has not risen above four cans per capita, which would mean a pack of about sixteen millions of cases of tomatoes each containing two dozen containers for distribution among more than a hundred millions of people during a year. At the present ratio of distribution a pack of tomatoes amounting to sixteen millions of cases is received with something of dread and apprehension. Taking into account the excellent food value of canned tomatoes and of the many culinary uses to which canned tomatoes may be put, a distribution of only four cans per capita is capable of great improvement. The National Canners Association's campaign of advertising will begin in the January editions of a group of magazines which are widely circulated among women and which are known to exert an influence upon their buying habits. Millions of women will read in these magazines the story of the National Canners Association's "Seal of Inspection."

The knowledge which the people have of canned foods will, as the result of the appeal which will be made to them, have a more vigorous, more definite expression among them. Canned foods will then be more intimately entered into the daily life of the people. The "Seal of Inspection" will speak to the women of this country of the wholesomeness of canned foods and of the orderly conditions under which canned foods are prepared. The story of the daily sanitary inspection service of the National Canners Association will be repeated to them. And the *modus operandi* of canning will be revealed to them. The "Seal of Inspection" will open wide the doors of all inspected canneries so that the women who are interested in canned foods may freely go in and observe for themselves the excellent sanitary conditions which prevail in the canneries which have accepted the stern conditions which the "Seal of Inspection" imposes.



This replica of one of the first pages on the schedule shows how the mind of the woman reader is to be focused on the safety appeal

THE MEANING OF THE SEAL

The "Seal of Inspection" is a symbol of service. For the canner, however, it is a badge of distinction which he emblazons upon his products. For the canner the "Seal of Inspection" is a reward merited because of his compliance with all of the strict rules set for his observance. These rules put their greatest stress on cleanliness. No canner is accepted into the sanitary inspection service who is unable to yield full compliance with each and all of the rules prescribed. Not only are the canneries themselves subjected to careful daily inspection but also the food which is prepared in them. This inspection of food begins at the very source, begins practically in the fields themselves so that freshness and succulence might be secured. The canner may not use any foods which fail of the inspector's approval. Beginning at the source, inspection continues until the final act of processing. The inspection service includes a careful examination of the finished product in order to prevent the appearance of the "Seal of Inspection" upon any canned foods not entitled to receive it.

Advertising may boast its proud conquests within the domain of canned foods. The tremendous demand for canned pineapple was the result



One of the splendidly balanced pages that will appear in the women's magazines. The balance is not only one of art, but of selling science

of a co-operative effort upon the part of canners of pineapple in the Hawaiian Islands. Time was when canned pineapple had a severely restricted distribution among the people. The demand for canned pineapple, however, has so increased as to give it staple value among canned foods. The demand for pork and beans has also increased tremendously, the result of persistent advertising by certain distributers of pork and beans. The advertising of canned food staples such as corn, tomatoes and peas has been much neglected, however. But under the impetus of the campaign of advertising which is about to begin under the auspices of the National Canners



Copy like this strikes a bond of intimacy with the reader, persuading her that that "other kitchen" is as wholesome as her own

Association, it is expected that the distribution of staples such as tomatoes, corn and peas will soon show a vigorous increase. The National Canners' Association, through the exploitation of the "Seal of Inspection," will create a new interest among the people in favor of canned foods and it may well be hoped that as the result of the campaign, which is to begin in the January magazines and which will likely continue during a long time, the interest of the people in canned foods will resolve itself into such an appreciation of them as will make for the realization of the canner's best hopes of the increased demand which he has long sought.

Newspaper Campaign in Philadelphia to Promote Harmony Between Employer and Employee

The Industrial Relations Committee of the Chamber of Commerce of Philadelphia has planned a campaign to influence a greater harmony between employers and employees. The advertising will be handled by Donovan-Armstrong. Newspaper space will be used to tell the story of the benefits of co-operation between capital and labor from the standpoint not only of employer and employee, but also from the viewpoint of Philadelphia's larger development.

Robert Mertz to Represent "Economist Group" at Cleveland

Robert Mertz, who for the past ten years has been representing the Economist Group, comprising *Dry Goods Economist, Dry Goods Reporter, Drygoodsman, Atlantic Coast Merchant and Pacific Coast Merchant,* in the Middle West territory, beginning this week takes over the Cleveland and adjacent territory, formerly covered by Harland J. Wright, with offices at the Root Newspaper Association, 539 Guardian Building.

Millsco Agency Expands

The Millsco Agency, which places export advertising exclusively for a number of domestic agencies, has been recently incorporated, as recently announced in this magazine, with Jose B. Matienzo, formerly of the Caldwell-Burnet Corporation, as president, and George H. Mills, of the De Castro-Mills Co., as secretary and treasurer. Manuel de Castro, having entered the publishing field, is no longer associated with the company. The new firm has moved into larger quarters at 432 Fourth avenue, New York.

Coffee Roasters Elect C. W. Brand

C. W. Brand, of Cleveland, was elected president of the National Coffee Roasters' Association at the Tenth Annual Convention of that organization held at St. Louis. Other officers elected were: J. A. Falger, of San Francisco, first vice-president; R. O. Miller, of Chicago, second vice-president; Charles A. Clarke, of Milwaukee, treasurer, and F. J. Ach, of Dayton, Ohio; H. B. Cropper, of Waterloo, Iowa; C. H. Buker, of Boston, and Frank Inness, of Kansas City, directors.

San Francisco will probably be the next convention city of the association.

Johansen & Treybal, Inc., Organized for Foreign Language Newspaper Advertising

George P. Johansen and Anthony W. Treybal have organized Johansen & Treybal, Inc., in New York, to engage in foreign language newspaper advertising.

Mr. Johansen, who is president, was for over five years with the American Association of Foreign Language Newspapers, Inc., and at one time was advertising manager of the *Nordstjernan,* New York Swedish weekly. Mr. Treybal, vice-president and secretary, following twelve years with the Frank Presbrey Company, New York, was head of the Caxton Advertising Agency, and with the Pathé Frères Phonograph Company, Brooklyn.

O. A. Youngren, president of the National Life Preserver Company, is treasurer, and G. Hilmer Lundbeck, general passenger agent Swedish-American Steamship Lines and head of Neilson & Lundbeck, bankers; and Ernest Ohnell, president, American Kron Scale Company, New York, are directors.

A. B. C. Greets New Officials

Three hundred members of the Audit Bureau of Circulations were present at the Bureau luncheon held in the Cascade Room of the Biltmore Hotel in New York on November 18 to celebrate the incoming of the new officers and directorate and to pay tribute to the retiring president, Louis B. Jones, advertising manager of the Eastman Kodak Company.

Arthur Brisbane, of the Hearst Publications, was the only speaker outside of the Bureau officials. Mr. Brisbane, in the few minutes that he allowed himself, made a plea for signing of advertising copy by the agency or the individual writer responsible for it, directed the attention of his publisher listeners to the availability of foreign paper supplies and urged the necessity of "stepping on the gas" of enterprise and courage to pull business up the hill of hard times "that some say we are approaching."

Marco Morrow, of the Capper Farm Press, handed to Mr. Jones a silver cigarette case presented to him by his colleagues as a tribute to his splendid service for the Bureau.

In his response and introduction of Mr. Harn to the audience Mr. Jones spoke on the development of A. B. C. work and the part it is playing in American advertising today.

Stanley Clague, managing director of the A. B. C., acted as chairman.

Business Ethics League Planned

A movement is now under way in Washington, D. C., towards the organization of a Business Ethics League of America for the purpose of co-ordinating the efforts of national trade organizations. It is planned to hold a convention at Washington the week of February 7-12, 1921.

Albert Frank Gets Robt. Reis & Co. Account

The advertising of Robert Reis & Company, New York, manufacturers and distributors of underwear, has been placed in charge of Albert Frank & Co., New York.

Lightolier Advertising With Hopper Agency

The advertising of the Lightolier Company, Fred Fisher, Inc., music publisher, Nacto Cleaner Corporation, and the Allerton House, all of New York City, is now being handled by the Hopper Advertising Agency, Inc., of New York.

Donovan-Armstrong Places Adlon Cigar Advertising

Donovan-Armstrong, Philadelphia, are placing Adlon cigar advertising for the Consolidated Cigar Corporation, of New York. This manufacturer recently absorbed the Forty-Four Cigar Company of Philadelphia, which for years had made and advertised the Adlon brand.

Charles L. Estey Joins Chicago Printer

Charles L. Estey, director of the advertising bureau of the United Typothetæ of America, has been made advertising sales counselor of the James H. Rook Company, Chicago printing firm.

Frank G. Moorhead Farm Journal's Editor-in-Chief

Frank G. Moorhead, who joined *The Farm Journal* organization last June, has been made editor-in-chief.

Can America Keep the Advertising Lead?

Some Factors That May Change the Curve for Space Quantity in the Future

By FREDERIC A. RUSSELL
Assistant Professor of Business Organization, University of Illinois, Urbana, Ills.

THE statement that advertising in this country surpasses that of any other land, considered either as to volume or quality, is scarcely debatable. Advertising men from England and France have frequently affirmed it to be true, while the average American advertising man accepts the statement as a fact too familiar to be discussed.

Granted that this is true, will it be as true in twenty years? Will the advertising of this country continue to lead the way indefinitely, or may we expect a decline in either volume or quality as the years pass? This depends largely upon whether the reasons for our present supremacy persist. To this end a brief review of these reasons may prove interesting.

LOOKING AHEAD

WHAT would you give to have placed before you today a graph with a curve drawn across it expressing advertising expenditure in the United States over the next twenty years?

Professor Russell has here summarized, as he sees them, some of the important economic and historical factors that have moulded and are moulding advertising in this country. He cannot provide the graph, but he does help us to look a little way along the curve.

THE EDITOR.

The fundamental reasons for the excellence of our advertising may be classed in two groups: those growing out of the natural conditions of the country and its resulting business structure and those having their origin in the peculiar characteristics of our people.

OUR BUSINESS MADE BIG

In the first place everything conspired to cast our business units in gigantic moulds—the apparently inexhaustible natural resources to be had for the taking, the absence of hampering tariffs between states, the excellent transportation facilities and the manifold economies of large scale production as utilization of by-products, division of labor, use of machinery, savings in purchasings, etc. The high wage level stimulated the substitution of machinery for hand labor, which in turn increased the output and made necessary the discovery or the invasion of new markets. The American manufacturer easily gained the viewpoint that the entire country was his natural market.

These factors, then, combined to concentrate industrial establishments into large units with huge outputs which must be sold. Distances were great and the products had to be sold far from the places of manufacture.

The second characteristic of the country that helped to build up advertising was the sparseness of population. The towns were small and far apart, the average order taken by the salesman was necessarily small, the costs of making the long jumps between customers were high; so the expenses of maintaining the salesman on the road were appalling if he covered the territory as often as he should. It was natural that advertising should be called upon to supplement the work of the salesman in breaking in new territory, holding customers in line between calls and picking up as many direct orders as possible.

The third factor was the rapidly expanding population. If the sparseness of the population forced producers to use advertising, the growing population compelled them to advertise to hold that market.

With a constantly widening market due to this increase in population the established producers would have the strongest hold naturally, but a precarious hold, nevertheless, as so many new buyers were continually coming into the market. Never was such an opportunity offered for new producers to invade the field of business; the demand was expanding more rapidly than the supply and the producer who could reach the market first was the man who got the business. This fast-growing market still further hastened the trend toward large-scale production, already mentioned.

These three characteristics of the country and its resultant business structure account in part for the marvelous growth of advertising since the Civil War.

Now what of the second class of reasons—those having their origin in the characteristics of the people themselves? In four ways the American has been an ideal subject for the advertising man's efforts.

ASSIMILATING ADVERTISING

In the first place he is able to read. The percentage of literacy is higher than in almost any European nation. In connection with his ability to read it is important that he has had time to read and money to buy newspapers and magazines, without which his ability to read would help the advertiser little.

In the second place he has the power and the inclination to purchase the things advertised. His buying power is greater than that of any other nationality and he does not cling so hard to his money, for he feels that it is comparatively easy to pick up a fortune any time he really sets himself to it.

His third characteristic that makes the work of the advertiser easier is that the American is not bound by tradition and custom in his purchasing. If he sees something new advertised that looks attractive he buys it without further ado, even though his ancestors never heard of it. The influence of the frontier has ever been to weaken the hold of custom and precedent and the attitude of open-mindedness held by the average American is a result of this influence.

The fourth reason why the American is a good subject for the advertiser's efforts is found in the fact

that he has moved about the country so much that he has had no time to form close ties with any particular retail merchants. In fact, the retail merchants themselves in many cases have done considerable moving about, so they have not been able to form close ties with their customers. This has weakened the power of substitution possessed by the American retailer to some degree and has made it easier for the manufacturer to gain a hold on the buying habits of the ultimate consumer that otherwise would have been harder to obtain.

These characteristics of the people, coupled with the characteristics of the country, furnish the fundamental reasons for the supremacy of American advertising at the present time.

But these fundamental reasons gave rise to some secondary reasons which have now assumed sufficient importance to warrant their inclusion in this enumeration.

THE INFLUENCE OF MEDIUMS

The ability of the American to buy and read periodicals has, combined with our wide-reaching transportation system, made possible powerful publications with huge circulations. So we have added efficient mediums as a contributing factor.

The concentration of the publishing business into large units has made profitable improved methods and processes of printing and engraving so that the introduction of mechanical aids to effective advertising has been hastened.

The expanding market, on a rising price level since 1895, has made large profits possible for the manufacturer and this has in turn resulted in his ability to advertise still more liberally and to hire capable men to handle his advertising.

The advertising agency, while originally a result of the primary or fundamental factors, has now become a cause of further progress, as has the advertising journal.

So much for the fundamental and secondary causes of this undisputed supremacy of American advertising. Now what of the future? Will the quality and volume of advertising continue to increase as it has in the past?

This will depend almost entirely on the factors mentioned above as fundamental or primary. The secondary factors will probably have a much smaller bearing on the future tendencies.

The census just taken will show whether the trend toward large-scale units is continuing. It has already made clear that our population, while still increasing, is not growing so rapidly as it once was and that this growth is along the lines already mapped out. It is not so much an opening up of new territory as the consolidation of already partially developed sections. So we cannot look to the growth in population to sustain large new advertising campaigns.

The ability to read will remain and doubtless increase, but the ability to buy seems likely to decline somewhat within the next few years.

SOME CHANGING ASPECTS

The extreme open-mindedness characteristic of a frontier people who have burned the bridges to the past will gradually give way to more settled habits of buying, so that the exploiter of a new product will find his task much harder than it once was.

As the population becomes more settled the retailers will grow better acquainted with their customers and acquire a stronger power of substitution over them so that "consumer demand" will be a weaker factor in marketing. Already we can detect signs that the advertiser must content himself with "consumer acceptance."

If, as appears likely, we are entering a period of declining prices, profits to manufacturers will be smaller and the tendency to retrench on advertising will be apparent, although doubtless much less evident than it would have been some years ago when the benefits of advertising were less thoroughly understood.

As to the second element—the quality of advertising—we shall doubtless witness tremendous improvement. With the decrease in volume, which seems almost certain to come, the quality will improve. Smaller space will be used, but more care will be exercised in filling that space. Less attention will be given to huge spreads composed mostly of white space and art work, and more time will be spent with copy.

This is not intended to be a lugubrious picture of a possible future, but is merely one man's analysis of the present situation and the causes underlying it. It appears probable that in the period of readjustment upon which we are entering the advertising business will suffer no more than many other lines.

Automobile Advertising Managers to Meet

A general conference of the Advertising Managers' Council of the Motor and Accessory Manufacturers' Association will be held in New York, January 7, one day before the opening of the twenty-first National Automobile Show at the Grand Central Palace.

Use of Testimonials in Advertising Is Ineffective—Inquiry Shows

In an effort to ascertain how dealers and consumers viewed the proposition of using testimonials as advertising material, the E. A. Couturier Band Instrument Company, of Laporte, Ind., recently made a canvass of the trade, says the *Music Trades*. Letters were sent to thousands of people, and the replies were so overwhelmingly against the testimonial plan that it was discarded. Fully 90 per cent of the answers showed that the writers would not be influenced by the use of them. The distrust of most testimonials is said to have been caused by the practice of many manufacturers of giving their product to noted persons in exchange for commendation.

President Suspender Advertising With Van Patten, Inc.

The advertising of the President Suspender Co., manufacturers of President suspenders and elastic webbing at Shirley, Mass., starting January 1, will be directed by Van Patten, Inc., New York.

A. D. Lasker Gives Up Trip With Harding

A. D. Lasker, president of Lord & Thomas, Chicago, who is the originator of the Lasker plan for the organization of baseball in America, in order to see through the present reorganization of the game, gave up a trip South with President-elect Harding.

Lesan Agency Makes Auto Trade Survey

The H. E. Lesan Advertising Agency, Inc., New York, has just issued the summary of a telegraphic investigation of present business and future prospects in the motor car industry in the United States and Canada. The illuminating report was compiled from the replies to a questionnaire telegraphed on November 4 to fifty newspapers.

Former Singer Machine President Leaves Huge Estate

The gross value of the estate of Frederick G. Bourne, who was for many years president of the Singer Sewing Machine Co., has been appraised at $42,592,813.59.

Frowert to Advertise the Delage Car

The advertising of the French automobile known as the Delage will be handled in the United States by the Percival K. Frowert Co., New York.

J. C. Williams and F. J. Mooney Join Critchfield

Jay C. Williams and Frank J. Mooney have become associated with Critchfield & Co. Mr. Williams will be at the main offices in Chicago, and Mr. Mooney at Detroit.

For twelve years Mr. Williams was associated with *Pierce's Farm Weeklies*, serving as manager of the New York branch for six years of that time. Mr. Mooney was formerly with Theo. F. McManus, Inc., and was previously advertising and sales manager of the Hupp Motor Car Company.

In Advertising the Farmer Wants—

What a County Agent Found Out About it by Heart-to-Heart Talks With His Farmers

By I. J. MATHEWS,
County Agent, Pulaski County, Ind.

I HAVE been reading Advertising & Selling for some time and have noted the various discussions on advertising to reach the farmer and how much he reads Summer and Winter. So I set about to find out for myself, and I believe readers will be interested in the results. I prepared a questionnaire which contained the following questions:

How many farm papers do you take? Which do you like best? Why? How many hours a week do you read in the Winter? In the Summer? Would you read a paper without advertisements? Do you read the advertisements? Do you read them more in the Winter than in the Summer or vice versa? Remarks:

WHEN THEY READ

Forty-nine of these were filled out; I put the questions and wrote down the answers. These forty-nine farmers are among the best in northern Indiana and lower Michigan. Some striking results are these: Striking an average, each of these men read twenty-six hours a week in the Summer and twenty-four hours a week in the Winter. The dairymen stated that they read more in the Summer than in the Winter; their cows are on pasture and many of them are dry. The beef and sheep producers read just as much in the Summer as in the Winter, since their stock feeding all comes in the Winter, while the general grain farmer reads more in the Winter than in the Summer. Three poultrymen who answered said they read the same number of hours per week both Summer and Winter.

I believe the results of this survey will be especially interesting to those who advertise, because the men I interviewed strike me as being the folks who are most susceptible to advertising influence. These are the men who are reached first and their recommendation influences the others.

When county agent work was first inaugurated we spent a lot of perfectly good hot air and many times a great deal of ink and white paper to designate how things were to be done differently. But having gone through a part of this evolution I feel perfectly frank in stating that hot air county agent work was not worth what it cost. And we never did get results until we actually went out and made a demonstration. Of course, there are a few intrepid folk who would take the printed matter and use it as a guide to the thing that was outlined. And this constitutes the value of advertising. The man who inquires indicates a possibility of later becoming a demonstrator.

The farmers who answered this questionnaire are the ones who are looking for new developments in machinery or anything that will save labor, and I believe every advertiser will agree that the best advertisement he can have is one of his machines or his products in successful operation with the most wide-awake and highly esteemed farmer in every community. I know county agent work finally got down to that. The experienced county agent of to-day is not especially strong on hot air. He knows that his big job is to go right out into each community and get someone to do the thing he is advocating. Like the advertiser, he is ever alert for indications that will lead him to this prospect.

HEARING FROM THE FARMER

Now let us hear from some of the farmers themselves: Here is Herman Heimberg, one of the good farmers of Porter County, Indiana. In answer to the question, "Do you read the ads?" he said:

"Yes, I always read them and especially the display advertisements." He states that he reads the advertisements both in the Winter and the Summer. "Of course, I read more in the Winter than I do in the Summer," said Mr. Heimberg, "but the biggest reason for this is because there is more to read in the Winter than in the Summer. For instance, here is ———. Last Winter for three or four months it had from two hundred to two hundred and fifty pages and these Summer issues have but a hundred pages. There is lots more reading for me in Winter. In Summer I do not take time to note the small details in the reading or in the advertising, but I always run through the papers. For instance, right now, with help so scarce, there are three or four things I am looking for, especially mechanical devices that will cut down the need for so much help. I look through every paper that comes along for these devices. I also go through the papers and look at both the reading material and the advertisements to see if there is anything there I will want.

"I look especially for the new machines, or improvements or parts for old ones. Even though I can't afford to buy them at the time I like to be prepared so that I'll know what I'm talking about."

Charles A. Jones, of Cass County, Michigan, who farms big, feeds steers, etc., takes five farm papers and declares that he reads thirty

INSIDE INFORMATION

THERE are few persons better qualified to pose as authorities on what the farmer wants or needs than the County Agent. Brought into close relations with the buyer in the rural community, Mr. Mathews has been able to get first-hand information on two subjects upon which there has been much hazy discussion—the farmer's reading habits and his demands on advertising. What he has to say is based not on guess-work nor on an attempt to apply some preconceived "psychological" theory to the facts in hand, but on what he has learned over a long period by intimate study.

THE EDITOR.

Protecting the Reasonable Advertiser

Back of nearly all of the regulations which newspapers have been compelled to adopt for the conduct of the advertising end of the business are two general ideas—

1. To Protect the Reader
2. To Protect the Advertiser

Under the first head our newspapers have found it good business to keep out fraudulent and offensive advertising. Readers of our better grade newspapers to-day will not stand for advertising which was very general only a few years ago.

Under the second head our newspapers have found that the only way to protect the reasonable advertiser from the selfish inclinations of those who would get what they desire in the way of special service through superior nerve, has been to make those who demand it pay for it.

For example, we must protect the reasonable advertiser from the man who demands top of column second page, the man who demands the making of many cuts and many re-settings, the man who orders matter set which subsequently is killed, and the fellow who wants the newspaper to do other expensive stunts without cost to him.

Foolish competition in the past caused newspapermen, like other business men, to compete with one another, to do ridiculous things to secure new business, regardless of the added expense of such novelties to other customers not participating in the benefits.

One concern demands the making of thousands of dollars worth of illustrations while another accompanies all copy with the necessary cuts. It is obvious that the former should be made to pay his way.

The advertising rates of The Globe are made upon the basis that the advertiser only gets the use of space at the rate. Anything else he demands must be paid for by him.

MEMBER A. B. C. **THE NEW YORK GLOBE** 170,000 A DAY

JASON ROGERS, Publisher

hours a week both Winter and Summer regardless. Mr. Jones says:

"Sure I read the ads, because I am all the time looking for kinks. If I were grain farming I presume I might read more in the Winter than in the Summer, but we always have stock around here and I have about as much time in the Summer as I have in the Winter. I think this same condition is pretty largely true of any stockman. You will find that the stockman has a number of reasons for reading the papers in the Summer as much as in the Winter."

HELP THROUGH ADVERTISEMENTS

Mr. Jones goes on further and says, "I spend about $25 a year on reading matter for the whole family and there is no question about it this $25 does me the most real good of any $25 I spend. A few years ago you might have been able to keep up with the times without reading, but many things are happening pretty fast now and if you want to keep up with the times you must read and read all the time. It is necessary for the stockman to take a market paper of some kind, because he not only wants to keep posted on the prices of stock, but the price of feeds and feeding devices. Moreover, I find that the advertisements are a good deal like reading the current events part of the paper, only in the advertising part of the paper you read the current events so far as practical material is concerned, while in the current events you read of changes which have no money value in themselves for you or folks in general."

Chris Hansen, a Pulaski County, Indiana, farmer is an inveterate reader. He has been in this country only fifteen years, but in that time he has learned the English language and has read a good part of much that has been printed. In addition to this, he has made a good living out of his farm and allied interests. He says:

LIKES CHANGES IN COPY

"I doubt if a man can keep up to date without reading and I find the advertisements of some companies pretty interesting reading, especially those that change from one issue to another. Just now I am interested in the series the ———— Company is running because they take up ancient history and show the changes that have been brought about in the last few years. I look forward to reading their advertisement in every issue of the paper just as much as to reading the articles by Mr. ————. I don't know what the idea is, but I cannot make myself believe that the advertisements which some companies put out that are the same week after week are as effective as though they were changed from time to time."

I have worked with farmers and with other folks just long enough to find out that there is one attribute of the farmer which is more marked than with any other class. He is sensitive, and from personal contact I know that the farmer and his family are exceedingly sensitive for some very good reasons. They have been caricatured as rubes and despised as "hayseeds" until they are just naturally suspicious. Then, too, they work with plants and animals—serious subjects in which every movement and sound mean something. In fact, the farmer's very livelihood depends upon how well he observes the minute changes of plants and animals. This is readily carried over to what is said or read. Conversation with a farmer—at least, until you know him pretty well—should be guarded to see that nothing insinuating enters.

Many an advertiser unwittingly offends these delicate feelings by sketches which portray the farmer with unshaven face, leather boots and ragged clothing. A modicum of brains would be sufficient to show one that such sketches are offensive.

WRITE "UP," NOT "DOWN"

The advertiser who adopts the downward oblique towards his farmer customer is mistaken. The best brains of this country are not all in the cities by any means and this country knows no aristocracy except the aristocracy of brains. A good many college graduates are now farming and they are quick to detect any inference of inferiority.

The selling force of large organizations frequently believes that "letters that pull" are the ones that are super-personal. As a college man, when I meet another college man I automatically say, "Hello, Wilson," but such a use of surnames is practically always offensive to the farmer, regardless of how well one is acquainted with him. He especially resents the "Hello, Mr. Farmer."

As a general rule, the farmer is hard-headed. He wants first of all to be treated, spoken to or written to as though he were a he man, and after that he is interested not in the mechanical perfections of the product, but rather what it will do for him, how long it will last and how much it costs in relation to its longevity.

And in conclusion, just a little tip about how advertisers may more fully co-operate with county agents—the fellows who are close up to farm folks. In the first place, do not deluge them with catalogs. Send them not more than one or two pieces of the most concise information you have on your proposition. They file barrels of stuff in the waste basket every day. Do not ask them to take on the agency for the product that is being offered; their county agent work keeps them plenty busy with legitimate county agent work.

But here is a new one—and, by the way, a real idea. A week ago I received a letter from a manufacturer of fire-fighting apparatus for the farm. In the same mail, he sent a file folder containing three sheets of information concerning his proposition. The tab had the subject neatly printed thereon in red ink. The letter read something like this:

"I know you are a busy man. I also know that you are interested in everything new of interest to farmers. Under separate cover, I am sending a folder already prepared. Slip it into your files and whenever one of your patrons calls for this kind of information, hand him this folder." I may add that this went into the files and I may further add that it is the only advertising coming to my desk in a long while that secured a permanent berth.

Chinese Posters Are World's Oldest

Posters, like many other things, had their origin in China; although history tells us there were theatrical posters in Japan in the thirteenth century, we have every reason to believe they were used in China many years prior to that date. "There is no way to determine exactly when that may have been. It might be said to have dated to the Chou Dynasty, about the year 517 B. C., when the ancient Chinese emperors had the audience halls of their palaces covered with mural paintings and portraits of former emperors labeled with appropriate words of praise or condemnation. These paintings doubtless embodied the basic principle of the present-day advertising poster, which is primarily a placard posted to attract the attention of passersby."—A speaker before the Advertising Club of Canton, China, quoted in the New York *Evening Post*.

Carl Bartle Made Advertising Director for Morris & Co., Baltimore

Carl Bartle, head of the copy department of Donovan-Armstrong, has resigned to become advertising and sales promotion director for Morris & Company, Baltimore, manufacturers of Paul Jones middy blouses. He will assume his new duties December 6. The company has under way plans for an extensive advertising campaign.

Collier's

THE NATIONAL WEEKLY

5¢ a copy



Colgate and Collier's

Colgate & Company are using more space in Collier's than in any other weekly publication.

Read Collier's

The Lure of the Die-Cut Folder

This Direct-Mail Piece That the Prospect Can't Resist May Keep Your Selling Appeal Out of the Waste Basket

By E. McKENNA

IN mail order advertising the chief difficulty of the merchant lies in getting the prospective or potential buyer to read his offer. If the mail order merchant can keep folder, letter, or follow-up matter out of the waste basket he has won the initial success of his campaign. Militating against the mail order advertiser is the prejudicial habit, very common in a public drenched and inundated with advertising literature, of throwing away anything looking like an advertisement that comes through the mail. Merchants know there is a special class which has acquired this habit, and a good buying class it is, once the habit is broken down. And then there is a much more numerous group whose crust of indifference is so thick that it cannot be broken through by any ordinary message in type.

WARMING HIM UP

The solution, of course, lies in warming up the natural curiosity of the prospective buyer to the degree in which habit is evaporated, or in teasing the indifferent ones into an attitude of expectancy.

All of which is very well as a formula for success, but how, in specific cases, is this advice to be applied? For the purpose of telling the story of the proposition type, well-written copy is the dependable medium, but it can be depended on only when it is read. And the question we are considering here is how to get it read. To this end let us consider the uses of the die-cut folder.

Before we enter upon consideration of its uses and results it might be well to record a few sentences of description of such folders. The die-cut folder is the ordinary folder with the difference that the upper or outside cover is perforated, and through which perforation enough of a story-telling picture can be seen to titillate the latent curiosity of the beholder to see the rest of it. Below the perforation through which the curiosity-compelling part of the picture is exposed there is printed a sentence or phrase intended to further twit the mind of the prospect by stating or implying a covert invitation to open the folder.

I have a very good example of the art of the die-cut folder on my desk. Through a "porthole" cut in the outside page of it appears a colored reproduction of the faces of the old man and woman, the one whimsically proud and the other happy and astonished, with underneath the legend, "Service worth looking into."

It is assumed that human nature cannot resist the temptation of opening this folder to discover what the old couple are so proud and happy over. Let us yield to this impulse and open it. To do so we must remove two stickers that keep it tightly closed. Those two stickers compelled us to look at the picture just long enough to become genuinely curious over what the inside will disclose. If they had not been there and the folder had come open in our hands our curiosity might have smoldered back into indifference, but having taken the trouble to tear them off we will see it through.

HOW THE STORY IS TOLD

Ah! the full lithograph picture, part of which we saw through the perforation, shows a whimsical and happy old man proudly displaying to his happy and astonished wife a brand new wrist watch. It is a pleasing picture. And we note that there is nothing under it to mar the full effect of it, except that which tells us something we presumably want to know: where such a watch can be purchased, that is, the name and address of the dealer.

The accompanying text ties up with the pictured idea without waste of words. It is addressed to dealers and says:

> You are probably one of the thousands of dealers who have a strong prejudice against Swiss watches. And your dislike of this type of watch is the natural result of the impossibility hitherto of obtaining materials and satisfactory repair of these otherwise serviceable and accurate watches.

We are now selling, not Swiss watches, but Service and Swiss watches—repair service that is done by experts on Swiss watches which satisfies you and pleases the customer. Isn't that what you have been looking for?

In addition, repair service and materials are offered for any watches on hand and a return post card is inserted that sets forth brand and price.

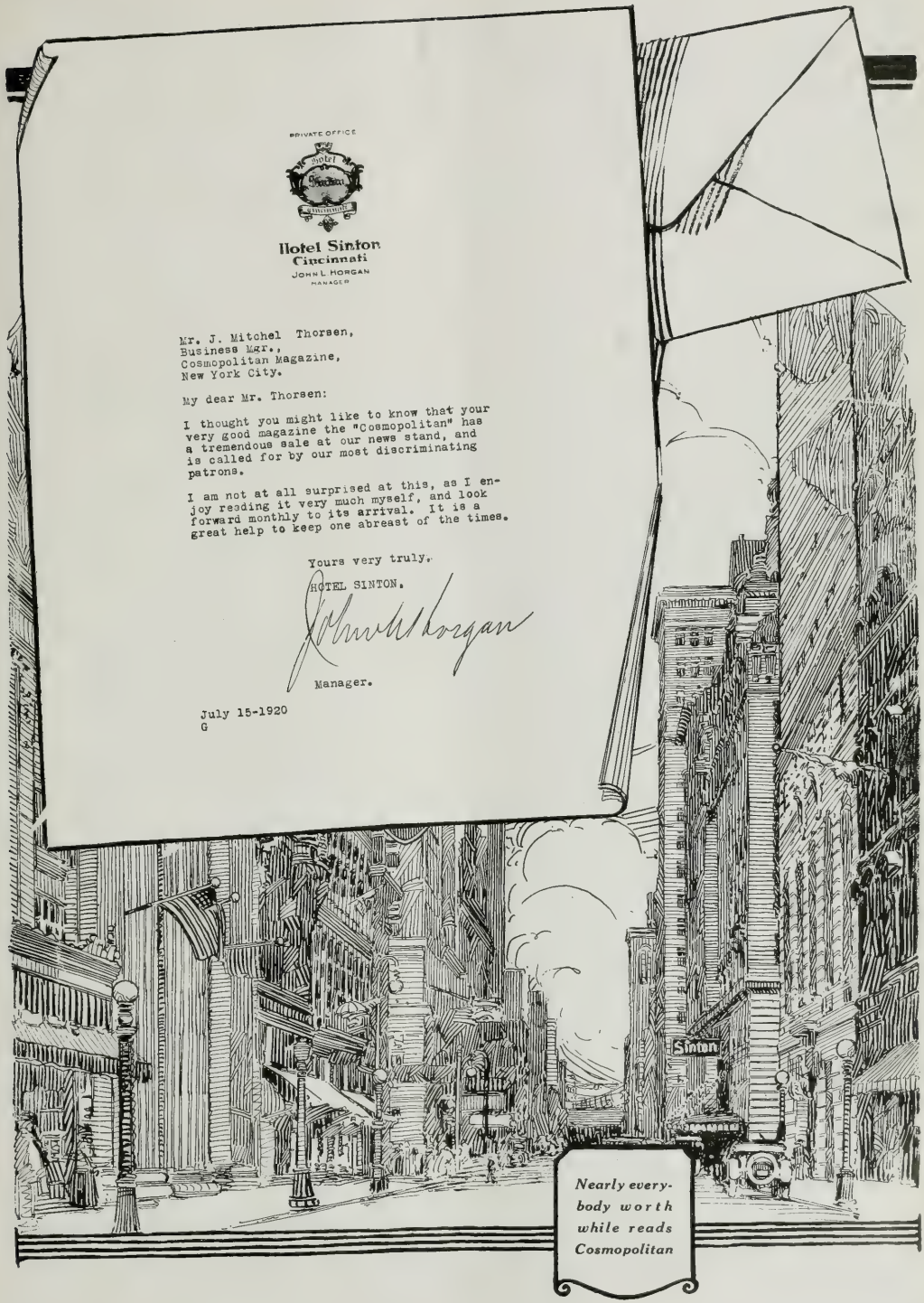
The success of this piece of advertising using the die-cut folder is vouched for by the jewelry house that used it. It is stated that returns from the first series of folders sent out to a list of dealers throughout the country were sufficient to pay the whole expenses of the advertising campaign—on this list of goods.

The Paradise Spring Water Company used the die-cut folder with the lithograph with great success to open a consumers' market that they were hardly able to touch with other kinds of advertising literature. They sought buyers of bottled spring water in high-class resident districts. They found the individual householder in these districts very difficult to approach. In the great majority of such cases advertising literature is thrown away unopened, and in many cities, as, for instances, in Boston and San Francisco, the most adroit solicitor never reached the prospective buyer. Finally this company had recourse to the die-cut folder and a prescribed resident district in Boston was chosen as the field of operation.

THE "MOTHER LOVE" APPEAL

The folder used to open this field was one through which a baby's face peered wistfully. A pen and ink line, "Bay in Summer," was the only lettering and this was allowed to make its own suggestive appeal. Inside, the folder showed a colored picture of a mother and child. "Mother Love" was the subject, which is tied up with well-written copy, telling that baby's most important need in Summer is pure water. The appeal in baby's behalf having been made the copy further stated that the constant use of this table water will greatly benefit the whole family. A post card was inclosed, which, when filled out by the householder and sent to the nearest dealer, would bring a trial bottle free.

The results of the Boston experiment with the die-cut folder determined the Paradise Spring Water Company to follow the same plan in New York, Cleveland, Philadelphia and other cities, where the results are


PRIVATE OFFICE
Hotel Sinton
Cincinnati
JOHN L. HORGAN
MANAGER
Mr. J. Mitchel Thorsen,
Business Mgr.,
Cosmopolitan Magazine,
New York City.
My dear Mr. Thorsen:
I thought you might like to know that your very good magazine the "Cosmopolitan" has a tremendous sale at our news stand, and is called for by our most discriminating patrons.
I am not at all surprised at this, as I enjoy reading it very much myself, and look forward monthly to its arrival. It is a great help to keep one abreast of the times.
Yours very truly,
HOTEL SINTON.
John L. Horgan
Manager.
July 15-1920
G
Sinton
Nearly everybody worth while reads Cosmopolitan

reported to have been equally satisfying.

As advertising manager for a manufacturer of boys' clothing, the Dubblebilt Boys' Clothes uses a die-cut folder as a method of direct advertising to supplement newspaper and magazine publicity with results that are said to be very cheering to the makers. The folder is here reproduced as "First Lesson in Thrift."

A young football player, probably about six, is obliged to take a few minutes from the game while little sister puts a patch on his trousers. The same curiosity-sharpening effect is got by showing nothing through the die hole, but the backs of the heads of two children busied with something that only the opening of the folder will disclose.

The colored lithograph is an important feature of this use of the die-cut folder for mail-order and direct-to-the-retailer advertising. It is very doubtful if die-cut folder illustration in plain black and white would have an equal effect of rousing our curiosity to the point of opening the folder that a picture of beautifully harmonized colors has. Be that as it may, and there are probably some cases where it would work out all right, the greater number of advertisers who have won success by their use have used the lithograph.

The use of the lithograph in this way is probably quite a natural conclusion to have reached, because, in the matter of whetting curiosity and getting over indifference, the piece of literature stands or falls by the first impression it makes. And color, as all advertising men know, is a very definite aid in getting across a good first impression.

O. S. Tyson Goes With Rickard and Sloan, Inc.

Oscar S. Tyson, for the past two years Eastern sales manager of *Electrical World* and associated with *Electrical Merchandising* and the *Journal of Electricity*, recently resigned from the McGraw-Hill Company and is now with Rickard & Sloan, Inc., whose business has necessitated a reorganization, the details of which will be announced shortly. Mr. Tyson was formerly Eastern advertising manager of *Factory Magazine*.

Richards Advertises Berg Co. Hats

Fred. Berg & Company, Orange, N. J., manufacturer of felt hats for men, has entered the national advertising field and has selected the Joseph Richards Company, Inc., New York City, to handle its account. The schedule includes national magazines and a list of newspapers. The initial copy is now appearing.

Stephens Six Account With Kelley

The Stephens Motor Works of the Moline Plow Company, Freeport, Ill., manufacturers of the Stephens Salient Six, has placed its advertising with the Martin V. Kelley Company, Toledo, O.

Hancock-Payne Directs Kinney Shoe Advertising

The Hancock-Payne Advertising Agency is now handling through its New York office the advertising of G. R. Kinney, wholesaler of shoes. The account was formerly placed direct.

Emerson Beck Knight Gets Ice Machine Account

The Emerson Beck Knight Agency, Indianapolis, has secured the account of the Arctic Ice Machine Company, of that city.

Gundlach Advertises Spring Hinges

Gundlach Advertising Agency, Chicago, is placing orders with trade papers for Lawson Manufacturing Company, manufacturers of spring hinges.

Hugh A. O'Donnell Made Times Club Honorary President

Hugh A. O'Donnell, of the executive staff of the *New York Times*, has been elected honorary president, with Adolph S. Ochs, of the New York Times Club, the employes' organization. Charles F. Hart, mechanical superintendent, was chosen president to succeed Mr. O'Donnell; Arnold Sanchez, manager, adjusting department, vice-president; Lillian Gleason, secretary; Warren Noland, treasurer; Howard Humphries and Henry P. Foye, sergeants-at-arms.

Browne Heads Southern Motor Sales

W. O. Browne, recently with the Bethlehem Motors Corporation, has joined the Southern Motor Manufacturing Association, Ltd., Houston, Texas, in the capacity of general sales manager.

J. C. Penney Sales $10,496,637 Ahead

J. C. Penney Company reports sales for the month of October as $5,536,307, compared with $3,751,525 in 1919. From January 1 to October 31 sales were $32,743,099, against $22,246,462 last year.

Goodyear Sales $12,000,000 Ahead

Sales of the Goodyear Tire and Rubber Co. for the first ten months of the current fiscal year were $181,115,964.39, or over $12,000,000 in excess of the 1919 figure, which was $168,914,982.

A. H. Hopkins, Chicago Manager for J. Roland Kay Co.

Albert H. Hopkins, whose resignation from the presidency of the Engineering Advertisers' Association of Chicago, and from the managership of advertising and sales promotion departments of the C. F. Pease Company, Chicago, was recently announced in Advertising & Selling, has become Chicago manager for J. Roland Kay Company, international advertising agents, at its new building, 161 East Erie street.

Bourke & Hunter in Co-operative Advertising

Paul C. Hunter has resigned his position in the advertising department of the United States Rubber Company to devote his time to a company recently organized by himself and K. DeLacy Bourke, recently connected with F. Wallis Armstrong, of Philadelphia. The company is known as Bourke & Hunter Company, co-operative advertising, and it is offering a new service to advertisers and agencies. Offices have been opened at 1133 Broadway, New York.

Frank Seaman, Inc., Has Vanity Fair Account

The Vanity Fair Silk Mills, Reading, Pa., manufacturer of silk underwear and gloves, has placed its advertising with Frank Seaman, Inc., New York.

New Account for Cramer-Krasselt Co.

The Moe-Bridges Company, Milwaukee, Wis., manufacturers of lighting fixtures, has placed its advertising account with the Cramer-Krasselt Co. of that city.

Seelye & Brown Promote Smith

Claude C. Smith, who has been in charge of the space buying department of the Seelye & Brown advertising agency, Chicago, also handling several accounts, has been made vice-president of the company.

Courtland B. Shaw Joins Display Firm

Courtland B. Shaw, formerly manager of the dealer service department of the Columbia Graphophone Company and more recently merchandise man for that concern, has resigned to assume the managership of the Eastern division of the Manufacturers' Display Service Corporation of Chicago, with offices at 71 West Twenty-third street, New York.

This organization, which works in connection with the Chicago Retail Druggists' Association of that city, has for its purpose the getting of national advertisers' display material into drug store windows by means of contracts for the space.

Auburn Makes Johnson Assistant Sales and Advertising Head

A. R. Johnson has joined the Auburn Automobile Company, Auburn, Ind., in the capacity of assistant sales and advertising manager.

Harry Conlon, Paige Truck Sales Manager

Harry A. Conlon, recently vice-president and sales manager of the Acason Motor Truck Company, has been appointed sales manager of the truck division of the Paige Detroit Motor Car Company.

Bryant Directs Hassler Absorber Sales

George W. Bryant, formerly export manager for Robert H. Hassler, Inc., Indianapolis manufacturer of Hassler shock absorbers, has been made general sales manager.

Messinger Directs Chain Belt Sales

L. C. Wilson, for the past two years general sales manager of the Chain Belt Company, Milwaukee, has been elected secretary of the Federal Malleable Company, West Allis, Wis., which is associated with the former concern. Clifford F. Messinger, who has been with the Chain Belt Company since 1909 in various capacities, including that of advertising manager, has been made sales manager.

Clint McDade With Keystone Oil

Clint McDade, at one time superintendent of agencies for the Curtis Publishing Company, Philadelphia, and advertising manager of the Jenkins Vulcan Spring Co., Richmond, Ind., is now advertising manager of the Keystone Oil & Manufacturing Company of Chicago. He will edit a house organ called *Keynotes*.

Updegraff Tells Triaders How to Get Copy Ideas

"You can't get ideas for advertising copy unless you dig for them," Robert R. Updegraff, late copy director of the Erickson Company, New York, told the several hundred members of the Triad League assembled at the Advertising Club last Saturday evening. "Thinking is the hardest thing we do—we hate to think," he said, and proceeded to describe four methods by which copy ideas might be secured with the aid of a little well-directed mental power.

"First, write down all the things your product or proposition *will* do—list them all no matter how trivial or foolish they may seem. It is likely that you will get your idea, perhaps many, or discover something new your product will do. If not, then list all the things that your article *won't* do. From this list it is often possible to get the idea or ideas on which to base an entire campaign. Lux, for instance, with the thought it 'won't shrink woolens' or the slogan of Valspar varnish, which constantly reiterates that 'it won't turn white' are the examples of this."

Two other ways to obtain the elusive idea, Mr. Updegraff said, were to study the services or benefits which the product can give the user, and to go out into the field and talk to dealers, consumers, salesmen and editors. In closing he showed how ideas could be "put over" graphically both in copy and illustration.

Arthur K. Barnes, account executive with Frank Seaman, Inc., directing the advertising of the General Electric Company, explained the "Advertising Agency and Its Work," dwelling upon the "contract man" or account executive. This individual, Mr. Barnes said, could be likened somewhat to a punching bag between two fists, and anyone aspiring to that position should have all his feelings removed at an early age. Only a small percentage of our national advertisers have come to realize the importance of merchandising research, he said, and the manufacturer who places his problems with an advertising agency should approach them willing to stand his share of the work, with an attitude towards the agency similar to that which exists between lawyer and client or architect and builder.

President Small announced that the Triad had donated one hundred dollars to a memorial fund for Ralph Leseritz, one of the founders of the league. A library of books on advertising and allied subjects is to be established at New York University in his memory.

Buckley Gives Ten Advantages of Direct Mail Advertising

Homer J. Buckley, in concluding an address at the November meeting of the Engineering Advertisers' Association of Chicago, gave in chart form the following ten advantages of direct-mail advertising:

1. By using good lists of logical prospects, there is practically no waste; each prospect receives your message.

2. You can reach any or all prospects in a field within a few hours' time. Thus you can divide your list into several units and go after each unit separately.

3. You can assist the man in the field by doing missionary work.

4. You can get quick action in reaching any given list. Timely advertising can be released at the psychological moment, and can take advantage of opportune markets, business conditions or circumstances promptly.

5. There is an intimate touch in direct appeals, especially in letter mailing, which is an advantage. They get under the skin.

6. Through the personal appeal of direct advertising, the advertiser can bring to bear a different kind of force than that derived from general advertising. He can hook this up to national, class or trade paper advertising in many ways.

7. Your sales strategy is hidden from competitors—you do not have to show your hand.

8. It permits you to "key" results. There is no big element of gamble when proper tests are made and results noted. Direct advertising has the one great advantage of remaining under the eyes of the one for whom it is working. He can watch it, train it, and develop it intelligently.

9. You can get prompt attention under the most favorable circumstances. Your proposition is placed in the hands of the prospect with order blank, return envelope, postcard, or other means of reply.

10. Most important of all, perhaps, you can build up an intimate personal acquaintance and good-will among your prospects and customers of immeasurable value, and at less expense than by any other means.

On December 14 the Engineering Advertisers' Association will discuss publication advertising.



BUSINESS DISTRICT—CONNERSVILLE

"Star" Lights on Indiana—
A Beam or Two on Connersville

Half way between Indianapolis and Cincinnati lies Connersville, an industrial city of some 12,000 inhabitants, populated almost wholly by native-born, English-reading, home-owning people.

Connersville is one of the most thriving of Indiana's industrial cities, manufacturing a variety of products ranging from automobiles to toys, and paying top wages to industrial workers.

Connersville has two excellent daily newspapers; that in addition to these, 665 daily and 1,150 Sunday copies of The Indianapolis Star are read in Connersville proper, while 1,148 daily and 1,190 Sunday copies of The Star are read in Fayette county, of which Connersville is the county seat, shows clearly the progressive spirit of the community.

It is the financially able, responsible class of people who buy Indiana's leading morning daily in Connersville, as in all Indiana cities. Data gathered from 28 cities within a 75-mile radius of Indianapolis show that one out of every five professional and business men reads—

The Indianapolis Star

Largest Morning and Sunday Circulation in Indiana

Eastern Representative: Kelly-Smith Co., Marbridge Bldg., New York
Western Representative: John Glass, Peoples Gas Bldg., Chicago

ONE OF THE SHAFFER GROUP OF NEWSPAPERS



The Story of an Advertisement

By R. E. MacKENZIE
Advertising Mgr., The Timken Roller Bearing Co.

MAYBE Columbus was not looking for America when he set sail from Spain. Maybe the discovery of the future home of the United States was a mere coincidence—a geographical nonchalance. And maybe the Timken Roller Bearing Co. had never fully realized just what were the basic features in its integrity-of-purpose inventory until it settled down to prepare for the anniversary number of the *Scientific American* an appropriate advertisement.

For this number, it was seen at once, a review of the growth of the automotive industry was the most appropriate, most interesting, most telling story that could be told.

It was difficult to believe the "old-timers" in the business when, in conference, they remembered many tales of discouragement, absurdity, and bankruptcy. At the same time it was difficult to believe that these still young men had, in about a generation, seen the foundation, growth, and the consummation of the first industry of the country in finished products.

It did not seem likely to us that the first and fundamental thought in the brains of these men who were to develop the motor car should have been that of giving idle, useless pleasure to an idle, useless few.

It was a long pull from the old "rod-steered one-lunger" to the reserve-powered, mud-negotiating, ten-ton commercial car of today. It took more than the desire to satisfy the whims of adventurers or those who wanted to travel faster than horses would allow them to effect the collaboration of brains and staunchness of heart that would, in approximately a score of years, bring about transportation revolution.

Well then, we said to ourselves, "What was it that had actuated men like Haynes, Apperson, Winton, Olds and Timken?" The fascination of invention had played its part, of course. The desire for greater utilitarianism was also important. More efficiency, greater speed, higher diversity of application and occupation; each of these was an important factor. But it took something to weld them together to make of these units a sturdy, compounded, unassailable whole. And that flux was FAITH!

With such a foundation the industry grew. People bought automobiles at first, it is true, to ride in them on Sunday afternoons. Then they began to haul laundry, and groceries, and carpets, and stoves in them. Then they took off the upholstered body and threw an old wagon body on the passenger car chassis; and then they hauled lumber, coal, and grain. From the truck rebuilt from the passenger car to the heavy duty commercial truck was a short step.

Railways are all narrow-gauged in that their ways and paths are set. You can go from New York to Chicago by rail, but when you leave your hotel in New York you go by motor car to the station; and when you leave the station in Chicago you go by motor car to your home.

The confined transportation system of railroad beds is only part of the scheme of transportation that up-to-date methods and necessities have evolved. It is only an important link in the chain—Rails—Roads—Water—Air.

One used to repair tubes on the dusty road; one used to sprain wrists cranking a heavy motor; one used to get soaked when it rained. The re-

fined, faithful automotive vehicle has eliminated that.

The milkman used to get up a few minutes after midnight; the doctor used to arrive home hours late; families used to suffer from cold because horses could not negotiate the slippery pavements lying between the yard and the cellar door. The refined, faithful automotive vehicle has eliminated that.

Throughout this score of years' masterful, conscientious, rapid development, faith has been the all-important, omnipresent factor in the minds and hearts of the industry's leaders.

As it was then, so it is today, and so will it be tomorrow. We must believe in our business. The automotive industry today has proved thousand-fold its usefulness and essentiality. The faith of twenty years ago has been a thousand times justified, for faith today is founded on fact!

And so it was inevitable that the Timken Roller Bearing Co., whose products have contributed so much to the justification of men's faith today in the automotive industry, should make Faith the theme of the anniversary number advertisement, reproduced here, the last line of which is "Faith today is founded on fact!"

N. Y. "Commercial" Issues Mexican Supplement

With the New York *Commercial* of November 17 that newspaper issued a Mexican Supplement consisting of 32 pages which will be published every three months henceforth. The supplement is in the nature of a general review of business conditions and developments in Mexico.

New Orleans "Item" Conducts Advertising Staff Contests

The New Orleans *Item* is conducting among its advertising staff semi-monthly contests offering a prize for the best 250-word article on various subjects in connection with the advertising value of newspapers. The subject of the first contest was "Why Is the Afternoon Newspaper the Best Advertising Medium," and the prize article was written by L. F. Hewnyer. Bowden Caldwell won the second contest with his article answering, "What Is Quality Circulation?"

Hoyt's Service Buys More Office Space

Hoyt's Service, Inc., New York, has added three more rooms to its office space.

One of these rooms, situated on the same floor, making a direct addition to the present offices, will become the Art Department. The other two rooms (on another floor of the same building) will be occupied by the Commercial Research Department.

The space left by these two departments will be absorbed in part by the Copy and Mechanical Departments, and in part by a Display Room where store displays will be designed under conditions approximating those of retail stores.

Bigger Business for United Cigar Stores

Sales of United Cigar Stores Company in October amounted to $7,607,668, which is the largest on record for any single month in the history of the company. This was an increase of $1,967,225, or 34 per cent over October last year. Sales for the ten months totaled $64,184,987, an increase of $15,580,796, or 32 per cent.

During June, July, August and September the company put in operation a total of 78 new stores. This brings the number directly operated by the company up to approximately 1,600. Total of stores and agencies is close to 2,000.

Six Pages to Announce Sale

Tom Keane, advertising manager of the Culbertson, Grote, Rankin department store in Spokane, used six pages in city newspapers to announce the anniversary sale of the store recently. Advertising utilizing several pages continued for four days.

Cigarette Sales Increased 67%

Manufacture and sale of cigarettes have increased 67 per cent in the last twelve months, Federal tax receipts show. For the fiscal year ended June 30 the Government received $151,226,000 in cigarette taxes, an increase of approximately $61,000,000 over the preceding year.

Kansas City Dealers know first-hand that all their customers read The Star.

Kansas City dealers depend on The Star in attracting and holding trade.

Kansas City dealers prefer to buy and handle goods which are popularized through the medium they themselves use in moving their own merchandise.

THE KANSAS CITY STAR

Average Net Paid Circulation during October:

Morning	Evening	Sunday
212,275	216,230	217,196

Chicago Office, 1418 Century Bldg.

New York Office, 2 Rector St.

Photographs the Tech

Tell us
where your
product
is used.

We'll
photograph it
on the job—

and get
the data
about its
service.

Also, if you
wish, we'll
work up this
material into
advertisements—

and publish
them in
McGRAW-HILL
Engineering
and Industrial
Journals.

In this way
you get the
service story of
your product
over—

so that its
use is seen
and understood
by people who
need it.

And these prospects
will see too,
that others are
enthusiastic
about it.

And then they'll
want it and
buy it,
because

McGRAW-HILL,
through its
FIELD PHOTO
SERVICE,
gave you advertisements
with *Pictures that
Sell Your Product.*





McGraw-Hill Field

We photograph your product on the job anywhere, and get the story of its service

that Sell nical product

The McGRAW-HILL FIELD PHOTO SERVICE Department was organized some years ago in response to a widely felt need of furnishing to our advertisers a service through which they could readily and economically secure striking installation pictures of their machines and apparatus in actual use. Approximately 700 McGRAW-HILL photographic representatives, locally distributed in all parts of the country, are now engaged in this work.

These photographers are carefully chosen for their prompt dependability in getting the picture they are asked to get—for their judgment shown in "taking" subjects to best advantage from an advertising standpoint—for their skill displayed in making photographs that reproduce effectively, and for their ability to get the news story while taking the picture.

This latter qualification is extremely important. Every effort is made to obtain the actual story of the machine on the job, and to assist in this we supply our photographers with carefully devised questionnaires to be filled out. The Field Photo Service Department always aims not only to get the picture but to get the story, and we make it a practice not to accept photographs from our photographers unless they are accompanied by the data.

The advantages of this branch of McGRAW-HILL service to technical advertisers are obvious. Upon receipt of a list of installations we arrange all the interviews and secure the pictures. You are relieved of all worry and trouble and get your pictures and the story at minimum expense, besides having the satisfaction of putting the work into the hands of specialists on technical subjects.

Many advertisers not only employ our Field Photo Service to secure definite lists of photographs, but give us a roving commission to take pictures of their machines wherever encountered.

In connection with this department of McGRAW-HILL service we maintain a constantly growing library of stock negatives in the technical field. It contains at the present time about 3,000 photos all of which are classified by subjects. Prints are promptly supplied at a moderate charge.

This Library of Technical Photographs is of special value to Advertising Agencies, a number of which frequently call upon its resources.

The facilities of our organization for obtaining photographs of technical subjects are at the service of all who require such photographs. Primarily, however, it is an important link in the complete chain of McGRAW-HILL service to the technical advertiser. We not only write the proper copy for our advertisers but we go out into the field for them and obtain pictures and stories which they are not in a position to get for themselves.

Send us your list of installations—the people who use your product—

And let the McGRAW-HILL FIELD PHOTO SERVICE Department get the pictures and the facts—

That prove your product is on the job—

And making good!

Send us that list NOW.

We will gladly furnish detailed information regarding the cost and answer any questions.

McGRAW-HILL CO., Inc.

Tenth Avenue at 36th Street, New York

Power
Coal Age
Electrical World
American Machinist
Journal of Electricity
Ingenieria Internacional
Electric Railway Journal
Electrical Merchandising
Engineering News-Record
Engineering & Mining Journal
Chemical & Metallurgical Engineering

Photo Service

Available photos also supplied from stock ☞ Specialists on technical subjects





The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer?

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

How Marshall Field & Company Advertises

A Survey of the Big, Efficient Organization Back of the Famous Chicago Firm's Marketing Effort

BY HARRY DYKE
From Data Supplied by
G. R. SCHAEFFER,
Advertising Mgr. Marshall Field & Co.

NO discussion of retail advertising can go very far without the name of Marshall Field & Company of Chicago entering into it. The output of this great company in selling copy is comparable both in quantity and quality to its output in goods. The variety of its advertising ventures is comparable to the variety of the lines that it handles.

The work of Marshall Field & Company in wholesale advertising is very likely to be brought up also when, in a discussion of the manufacturer's publicity problems, the talk touches upon classes of products appearing in the Chicago firm's distinctive national copy. If you are at a loss for a moment to think of an example of Marshall Field advertising in the national field think of Athena underwear, Sunlight woolen yarns, Blue Rose toilet articles and Cloister embroidery cotton, all pushed by big campaigns at various times during the last five or six years. Due to a misinterpretation by country merchants that it is retail competition Marshall Field advertising does not always carry the Marshall Field name.

HOW THE WHEELS GO AROUND

Once in a while, instead of talking about how the wheels of advertising *ought* to go around or about the economic laws that dictate their operation, it is good for us to refresh our understanding by an examination of just how they *do* go around in some big, outstanding cases.

The advertising mills of Marshall Field & Company grind not slowly, but they grind out some exceedingly fine advertising copy. Recently G. R. Schaeffer, the advertising manager of the company, described for the representatives of many nationally known manufacturers assembled at the Chicago convention of the Engineering Advertisers' Association how they do their grinding. The gist of his remarks, which is what I am reproducing here, should be of interest to a far wider audience, particularly to the audience of department store executives to be found among the readers of ADVERTISING & SELLING.

Marshall Field & Company have two separate advertising departments, one for the wholesale and one for the retail.

The function of the advertising department in the wholesale is to advertise goods manufactured by Marshall Field & Company and sold through the wholesale department. The department includes many branches. All of the merchandise manufactured by the company is sold through its own wholesale.

There is an office manager in charge of the department, whose entire time is devoted to supervision. An important member is the Purchasing Bureau.

A purchasing agent places all orders, and no invoices are passed for anything except on order of the purchasing agent.

The Publication Bureau has charge of all regular publications of the wholesale.

"FIELD QUALITY NEWS"

The principal publication is the "Field Quality News." This is a trade magazine, a merchandise bulletin, which aims to present what is called quick-turnover merchandise. This hits the high spots of the merchandise offered through the wholesale organization. It contains fifty to one hundred pages each month.

There is always an editorial on the first page containing whatever is uppermost in the minds of the wholesale executives.

Two pages are devoted to dealers' advertising service, with the idea of aiding the small country merchant to promote the sale of Marshall Field & Company merchandise. This section carries a printed supplement of twenty-four pages in which are worked up specimen advertisements intended for the country merchant to use in local newspapers for the month. The specimen ads cover the merchandise shown in the merchandise pages of the magazine, and also include some lines which Marshall Field & Company do not wholesale, such as shoes and clothes. It contains numerous illustrations, line cuts, etc., which are furnished to the country merchant at cost or less. The aim is to put this service on a par with the advertising done for the retail store; that is, to make it high class in every respect. Quality and service are stressed. Quality is the first reason for the success of the business of Marshall Field & Company, and the purpose is to pass that habit of thought on to the country merchants. The difference between quality and price is as the difference between day and night, and the merchants who specialize in quality merchandise have the respect of the community. The man in charge of this bureau is assisted by men who have come to the organization from smaller country stores, and who therefore appreciate the problems of the country merchant.

THE WEEKLY BULLETIN

Another publication is the weekly bulletin which is sent to all salesmen. It contains all information which the sales and advertising departments wish to transfer to salesmen each week. It contains advertisements and current prices, arranged as compactly as possible.

The Catalog Bureau has charge of the publication of the catalog. No catalog has been issued in the last two years, owing to the unsettled merchandise conditions during the war and the rapidity with which prices have changed. The catalog is supplemented by department catalogs and the "Field Quality News." There are catalogs on infants' wear, auto accessories, etc.

In all the principal merchandise departments there is an advertising man who supplies the main advertising department with the merchandise information needed for publication. These men supply nearly all of the information for the catalog and other publications. In fact the catalog is merely edited by the Catalog Bureau, as it is almost entirely gotten up by branch

advertising men in the various merchandise departments.

EDITORIAL WORK

There is an editorial office presided over by an experienced editorial writer who writes feature editorials for "Field Quality News" and other publications. Special editorial work, requiring more advanced ability, is undertaken outside the organization. From time to time editorial material is purchased on the outside. In this way it is possible to get a new line of thought on a subject that perhaps has become rather hackneyed to the advertising department.

One department specializes in trade journal copy, promoting various lines in wholesale department. This department draws upon copy written by men in other departments of advertising work, and the task is principally one of assembly.

The art department has charge of buying art work and making layouts. It also has charge of designing labels, and specializes in labels for merchandise manufactured by Marshall Field & Company.

There is a stock room in which are kept all drawings, engravings, etc. Filing records make it possible to locate a cut or drawing at any time.

There is a listing and mailing bureau. Lists are kept in Addressograph form and the company does all its own mailing.

RETAIL ADVERTISING

The work of the retail advertising department is different in character, owing to the different problems to be worked out. The market is limited to Chicago and its suburbs, and the aim here is to reach the retail purchaser. Charge accounts furnish about 125,000 names for the mailing list. In addition to the mailing list, the daily newspapers and various printed matter constitute the advertising mediums for the retail store.

The office manager occupies a position similar to that occupied by the office manager on the wholesale side. His work is largely supervision.

Most of the copy at the retail store is written by women, because it is believed that they know best how to interest and appeal to women. There is, however, a man in charge of the house furnishings department and a man who writes copy for the store for men. The men's store is handled quite separately from the main retail store. The advertising manager here has his own office, and prepares his own copy in conjunction with the different department managers and the office manager of the advertising department. The basement is handled as a separate store. Two men take care of all its advertising. Basement business is built on manufacturers' mistakes and job lots of merchandise. It is bargain advertising.

"FASHION OF THE HOUR"

There is, in a separate office, a young woman handling a publication called "Fashions of the Hour," and containing from sixteen to forty-eight pages. It is published four times a year and is mailed to a list of about 60,000 names. This paper aims to portray the "atmosphere" of the Field store and to present the more costly and elegant merchandise of superior quality.

One young woman handles advertising for what is called "The Juvenile World." This covers a separate line of merchandise requiring a special appeal. Advertisements appear in afternoon papers twice a week and a monthly magazine called "The Juvenile World" is published. It is an elaboration of the newspaper advertisements. It contains sixteen pages and is sent to 50,000 children. During a period of about three weeks requests from 47,500 children were received for this magazine to be mailed to their home addresses.

There is an office for two editorial writers, who are sufficiently mature and intelligent to comprehend the organization in its institutional aspect and express this in retail advertising. One of these two men was formerly city editor on a large Chicago daily and the other professor of English in Butler College.

The art department is in charge of a woman, who arranges all layouts, buys all illustrations, and knows all the leading artists of the country, many of them personally. Her work is to create an artistic atmosphere about all retail advertising.

The publicity department is in charge of a young woman who is constantly planning "stunts" which will attract publicity for both the retail and wholesale stores.

HANDLING COPY

There is a young woman who reads proof on all advertising, for English and typographical errors. It is necessary to work at high speed, as retail advertising has to be planned very close to the date of sale. They sometimes must plan and execute large orders in a day or two. There is a system of paying employes $1.00 for each error detected in advertising copy. This keeps the proofreaders and copywriters on the alert.

There is a listing and mailing room, as on the wholesale side, which takes care of all mailing.

An auditing department audits all invoices against purchase orders. It keeps all statistics and compiles them in conformity to store's requirements. Statistics in a charted form are considered much better than sheets of figures.

The advertising manager meets with merchandise managers every Monday morning at 8.30. They discuss important plans for the week, and in general for the month. This gives the merchandise managers a better understanding of the policy of the house, mistakes are analyzed and the men are coached in the important things which the advertising department may be undertaking.

The advertising managers in both the wholesale and retail assume the responsibility for O. K'ing orders and schedules, and see to it that the plans of the House are carried out.

It is the general policy of Marshall Field & Company to hire young people and educate them in the traditions of the business rather than to hire someone on the outside with considerable experience. Having found it difficult to get experienced people and break them into the organization, young people, just out of college, who can be coached in advertising work, are preferred.

These young people are taught that advertising is printed salesmanship, that the ideal advertisement accomplishes as much in effect as the salesman does by a personal visit. If a person has intelligence, imagination, understands merchandise, and can see the romance in merchandising, it is easy to sustain interest and enthusiasm.

Young people who meet these requirements, coached by Mr. Schaeffer and his experienced associates, are keeping the wheels of advertising turning to the advantage of Marshall Field & Company.

Receiver for "Kansas City Journal"

C. S. Jones, a bond broker of Kansas City, Mo., has been named as receiver for the *Kansas City Journal*, which has been published as a morning paper since 1854. He was directed to continue the operation of the paper. Application for receivership placed the indebtedness of the newspaper at $450,000, but it was said that the company owns property and equipment in excess of that amount, but is not in a position to meet current expenses. In a signed statement representatives of the company said that it is fully solvent, and that its assets are far in excess of its liabilities.

J. R. Mayers Company Moves

The J. R. Mayers Company, New York, has moved from the Woolworth Building to the Aeolian Building, 33 West Forty-second street.

"House-Organizing" the Salesman's Prospects

How the Chicago Mill and Lumber Company Made "Boxes" Serve the Sales Force

By P. C. LEFFEL
Manager, Publicity Department, Chicago Mill & Lumber Company.

THE action of the Chicago Mill and Lumber Company in starting the publication of a house organ called "Boxes" at a time when the entire production of the company was sold for many months in advance aroused much puzzled interest among our friends. Some of them have asked us why we initiated such a venture at such a time. The answer to that question, summing up, as it must, the policies back of publication of "Boxes," may be of interest to all who are interested in house organs and in direct advertising in general.

TO CREATE GOOD-WILL

The fundamental reason was to create good-will among box users, so that when we did want business we could go after it with considerably less effort than would be required if the policies of the Chicago Mill and Lumber Company had not been made known to box users. We knew that a great number of people are interested in boxes. To get some idea of the number of people who are interested in better packing and safer shipping, just stop to consider how much of your daily life is dependent upon boxes—the food that you eat, the clothing that you wear, the materials on your desk, much of the machinery that is used in the factory, most of the decorations in your home—in fact, the box has been and always will be a commercial necessity.

There were approximately 5,000,000,000 wood boxes, and 250,000,000 corrugated boxes used in 1919, and 1920's record, up to the first half of the year, was much greater.

There was also the specific interest of box users in better packing methods and in cutting down losses resulting from improper packing. By the term "box user" I refer particularly to the large users of boxes, concerns that use carloads a month, as this is the type our company is in the best position to handle.

Another dominating thought that influenced us in shaping plans for our publication was the enormous money loss to shippers, due to improper packing and marking. The estimated loss during one year—1919—was over two hundred million dollars.

We saw in this situation an opportunity to advertise the complete box service of our company, as well as to render a very valuable service to box users and to the box-making industry. By giving publicity to the results of our efforts to design boxes which would correct some of the shipping evils, our publication accomplishes what has always been my

Ask
Chesterfield
They Know

Chesterfields satisfy—and are satisfied. That's why the Liggett & Myers Tobacco Company continue to use the magazines comprising the All Fiction Field.

The
ALL FICTION FIELD
"The Field of Greatest Yield"
Published by
Doubleday, Page & Co. **The Ridgway Company**
The Frank A. Munsey Co. **Street & Smith Corporation**
1,520,000 A. B. C. Circulation

idea of one of its most essential objects—to help educate logical prospects, so that when a product made by our concern is thought of, the name of our company will be favorably connected with the goods.

A SELLING INFLUENCE

We believed that our house organ would create a great selling influence for our salesmen; we believed its influence would supplement the efforts of our salesmen, give them ideas, and create in them an incentive to put forth greater efforts. When this was accomplished we believed that when we were in a position to handle it more business would result.

Our firm would not hesitate for a minute to put several new salesmen on the road, providing there was territory needing development. We simply could not afford to hesitate under such circumstances. Likewise, here was a work to be done and we could not afford to hesitate.

It was our thought from the first to make "Boxes" the unbiased, last word on Boxology. We believe that our company should be known as the dean of the box industry, if I may use the term that way; and our efforts to correct packing and shipping evils, and the publishing of our activity in our house organ, we felt, would do much in helping us to accomplish this purpose.

Another reason why I was strong for the publication of our house organ is the fact that there are many new features in our business just as there are in a great many other lines. These new features can be made valuable material as the backbone of selling talk, direct or indirect, through the pages of a house organ.

In our publication I have held firmly to the idea that we should give as serious attention to its development as we do to the development of our correspondence or sales organization, and we would be rewarded in proportionate manner.

I have endeavored from the start to fit our house organ to our requirements by telling our story attractively, simply, and clearly, convincingly presenting our arguments, and doing the type of missionary work that too many salesmen are forced to do. It, consequently, saves time and effort on the part of our salesmen, and it brings in inquiries and orders that otherwise would escape.

Shaping up the available material may sometimes seem difficult. It demands talent, and imagination, and enthusiasm.

A uniquely prepared house organ carries much of the force of the salesman. It delivers its force to the prospect (in our case to 17,000) instead of to ten or a hundred, as would be the case if confined to a salesman.

When we decided to publish this magazine it was our desire to get out the finest type of publication. We believed it would be the most economical in results, and give prestige to the house. For this reason we have not hesitated to spend our good money for two and three color drawings and oil paintings for the covers. Inasmuch as the cover is the eye attraction of the house organ, we decided to make our covers as attractive as possible, and I believe that we have done this, at least I do know that we have received much comment from readers on our covers, and also about articles we have published.

On the inside pages we endeavor to show as many illustrations and photographs as possible, realizing that the busy executive can more quickly grasp our story from illustrations than from text matter. Different types of boxes are shown, and, where possible, we show the actual products for which they are used.

THE EDITORIAL APPEAL

While my name is down as editor of "Boxes," the responsibility for the editorial contents of the magazine rests upon a sales committee composed of the sales managers of our various departments and others responsible for the sales policies and activities of our company.

The articles to be published in the magazine, as well as plans for future issues, are discussed and approved by the sales committee. It was this sales committee that carefully analyzed the different plans for the publication, and decided upon its size, style of printing, quality of paper to be used, art work, and the many details that enter into the handling and production of a magazine of the quality of "Boxes."

"Boxes" has been edited with the idea of giving the box user the kind of information he ought to have in solving his packing and shipping problems. The products of the Chicago Mill and Lumber Company have been mentioned incidentally, except in a special service number which we published, when the different departments of our organization were written up rather conspicuously.

In shaping the editorial pages of the magazine, we endeavor to secure contributions from men well known in the box-making industry, and from executives of firms which are large box users.

The circulation of "Boxes" is limited. It is kept at the steady figure of 17,000. For this reason, it has been necessary for us to give very careful attention to the mailing list. Our original list was compiled from a number of mailing lists of manufacturers in the United States who were logical box users. In different issues of the magazine we inserted post cards and also a request blank, stating that we would be glad to send "Boxes" to people in the different organizations interested enough to write to us for it, and in this way we have secured the names of a good many big men of organizations. Our list has been revised and reworked constantly, until, at the present time, it is very valuable to us.

WHAT "BOXES" DOES

I have told you reasons for our publishing "Boxes," or, rather, the purpose of the publication. I have mentioned, in particular, the manner in which we believe we are accomplishing our purpose. You will, no doubt, be interested in learning the results in so far as we have been able to observe and record them. While I have stated that the purpose of "Boxes" was not to create direct sales, but good-will, and by its reputation as the last word in Boxology reflect the importance of the Chicago Mill and Lumber Company in the industry, it is interesting to consider the number of inquiries we have received, due to this publication.

The house organ has kept us in constant touch with people who want to know more about Chicago Mill and Lumber Company's service, and it has brought in a larger number of inquiries than we have ever received before. It has established and maintained contact with box users who might otherwise have overlooked us in the purchase of boxes, or who might have confused our company with a lumber concern—merely by the name.

The inquiries developed by the house organ are handled very carefully. They are recorded in a filing cabinet in the publicity department. Each firm making an inquiry is given a separate card. These cards are indexed alphabetically by states, towns and then names. After being recorded, the inquirers are distributed to our various departments, according to what we believe the inquirer needs, and, finally, at the end of each month, when we receive our statements of sales, these sales are posted on the cards. You can readily appreciate how much of value is carried on the cards.

This card arrangement helps to keep our mailing list alive. Our card

(*Continued on page 29*)

A Man Who Keeps the "Serve" in "Service"

Thomas R. Elcock, Jr., Advertising Manager of the Central Leather Company, "Shot" at Close Range

By E. WALTER OSBORNE

DOWN in the City of Brotherly Love where, traditionally, there is not much brotherly love lost between the populace and the public utility corporations which supply the city with light, heat and power, it has been a tradition, also, that, while accusations and recriminations have flown back and forth amid cries of "Graft!" and "Scandal!" Mr. Philadelphian has said to Mrs. Philadelphian, "Oh, well, the United Gas Improvement Company gives us real service, anyhow, and we won't worry about *them* as long as they do that."

WON GOOD-WILL

That represents a frame of mind that has had a cash value to the United Gas Improvement Company. The man probably most responsible for the creation of that frame of mind is Thomas R. Elcock, Jr., today manager of the advertising department of the Central Leather Company and of the United States Leather Company.

Mr. Elcock, who now, from his office high up in the Whitehall Building overlooking New York's old Battery, directs the publicity campaigns of the great leather organization, first won fame in the advertising world by making famous, in Philadelphia at least, the slogan "U. G. I. Service." Back of that slogan lay a conscious, persistent effort on the part of the United Gas Improvement Company to sell itself to the people of Philadelphia on the high quality of its service, the immediacy of its response to trouble calls, the courtesy of its employes. This service feature, which became its best publicity feature, was developed by Mr. Elcock.

Led into advertising work for the U. G. I. by a peculiar talent for writing copy that appealed to women—a talent discovered by an aggressive sales manager with ambitions to humanize the U. G. I. advertising—Mr. Elcock became manager of its new advertising department in 1910. This was the first regularly organized advertising department in a public utility corporation in the United States —which is the same as saying, "in the world." In earlier years, following his entry into the company's employment in 1902 after graduation from Pennsylvania University, he had been a salesman and had held various other positions on the U. G. I. payroll.

GUIDE FOR PUBLIC UTILITIES

Sustained campaigns in regard to the company's service were the outstanding features of his regime, but the institution of an effective mail system to prospects for gas and electric appliances was a signal achievement. With forty-five workers under his direction, a prospect list, perfected by infinite pains, and an accurate knowledge of the value of the service appeal in publications copy, Mr. Elcock led the way along the path to good-will which the gas companies of the country were slowly beginning to try to follow.

Thus he became a guiding spirit in the national advertising carried on by the gas concerns of the country. He was made chairman of the National Advertising Committee of the Gas Association and a director of that association. He also became a member of the National Advertising Committee of the National Electric Light Association.

Then came war days and Mr. Elcock answered the call to national service by becoming Director of Conservation for the United States Food Administration in Pennsylvania. When hostilities ceased he was ap-



THOMAS R. ELCOCK, JR.

pointed Chief of the Sales Promotion Division of the War Department, remaining in that position until he was captured by the Central Leather Company.

As the head of the advertising department of the Central Leather Company and its affiliated activities in the marketing of leather, lumber, glue, etc., in charge of its publicity at home and abroad, Mr. Elcock has followed along lines parallel to those that won wide and approving recognition in the public utilities field. It is significant that today the United States Leather Company, which is the selling organization of the Central Leather Company, is advertising "U. S. L. Service" and featuring its desire and ability to win the good-will of leather buyers by adapting its distribution plans to their needs, by supplying them with the right product, at the right time, from a supply point conveniently close at hand.

HUMANIZING COPY

It is significant also that readers of leather trade and other periodicals in which the United States Leather Company advertises extensively remark that a very human note has crept into United States Leather copy. They have observed that the catalog idea of presentation has been dropped and has been replaced by open messages to the trade carrying that impression of pertinacy, frankness and conviction that must be in all successful institutional copy. Mr. Elcock is talking to his prospects in frank, direct, measured tones, as he talked to the gas consumer of Philadelphia, as he talks to the man who comes to see him at his office. Incidentally—and not so incidentally either—he does some of his most effective talking through "Our News and Views," the splendid house organ of the Central Leather Company, which he instituted as a factor in its "inside" and "outside" publicity work and which he described in an article called "A House Organ That Links Far-Flung Workers," which appeared in the July 31 issue of Advertising & Selling.

New York suspects that Mr. Elcock is still a Philadelphian at heart, Philadelphia wishes he were a Philadelphian still. Born in William Penn's city, educated at Germantown Academy and the University of Pennsylvania, he was long prominent in Philadelphia affairs. From 1915 to 1918 he was treasurer of the Poor Richard Club. He holds membership today in the New York Advertising Club, the University Club of Philadelphia and in several golf and gun clubs.

Mr. Elcock is the kind of advertising man who refuses to believe that an advertising man's duties are confined to writing copy, examining mediums, checking pages, superintending follow-up and delivering an annual lecture to the company's salesmen. He gets out a good deal among the plants of the Central Leather Company, scattered over the United States. He makes his own investigations as to whether subordinate employes are backing up the promises he puts in his advertisements. In a way, he personifies Service for the Central Leather Company. At the Thursday conferences of the company executives in the Whitehall Building he talks sales broadly rather than advertising narrowly.

Cleveland Advertising Club "Sells" the City Increased Taxes

With a well-directed advertising campaign, the Cleveland Advertising Club successfully "sold" the voters of the Fifth City, last election day, the idea that it was to the city's benefit for them to vote "yes" five times to five tax proposals. Voting "yes" meant that taxes would be raised $5.05 for every $1,000 of assessed valuation. The campaign was handled by a special committee, headed by President Charles W. Mears.

A series of sixteen newspaper advertisements ran in full pages and half pages in twenty-five publications, including thirteen foreign language newspapers. Some 250,000 copies of a campaign primer were prepared showing that unless Clevelanders voted "yes" five times the city would not be safe, healthful, clean, prosperous, beautiful and that fully half of the educational service rendered by the public schools would be eliminated.

"Which Shall It Be," a one-reel motion picture filmed especially for the campaign ran for twelve nights in picture theatres, public schools, community centers and at outdoor showings in the Public Square. "Save Cleveland" single and two-sheet posters appeared in conspicuous places throughout the city. Garbage wagons bore signs indicating that failure to vote "yes" five times meant practical cessation of garbage collection. Painted billboards augmented the poster advertising.

Every public school was furnished with a banner for placing above its entrance urging the public to keep the schools open. The children themselves did a big service in drawing posters and staging demonstrations in behalf of "Save Our Schools." Stunts abounded. A train of flat cars, bearing signs urging support of the levies, ran for several days over Cleveland's street car system. Mose Cleveland in tattered garb stood at principal corners distributing literature to show his sad financial plight. Speakers were sent to many meetings, and the co-operation of the pulpit was obtained at a mass meeting for preachers during the week prior to election.

The complete personnel of the Advertising Club committee was: President Mears, chairman; A. H. Madigan, production manager; Wilbur H. Hyde, financial disbursements; Hubert Persons, newspaper advertising; G. H. Denby, newspaper publicity; E. H. Roberts, posters; W. A. Feather, booklets; Amos Parrish, Jr., and N. C. Groch, retail stores and store windows; H. C. Bower, direct by mail; A. H. Madigan and Geo. Rutherford, co-operation of other organizations; S. S. Wilson, testimonials; George H. Zahn and Kenneth Ingersoll, stunts; W. H. Fathauer, supplies; J. W. McClure, distribution of supplies; W. I. Raddatz, Ralph Leavenworth and Herman Moss, church relationships; B. A. Collins, movies; S. A. Weissenburger, secretary, and Allard Smith, advisory member.

Letters have been received by the Cleveland Advertising Club from Mayor FitzGerald, F. H. Goff, president of the Cleveland Trust Company and chairman of the Citizen's Tax Relief Committee, and C. B. Metcalf, director of finance for the City of Cleveland, congratulating the organization on its splendid work.

S. H. Wheeler, Founder of Wheeler & Wilson, Dead

Samuel H. Wheeler, one of Connecticut's wealthiest citizens and former president of the Wheeler & Wilson Sewing Machine Company, died Sunday in Chicago. Mr. Wheeler was born in Watertown, Conn., seventy-five years ago. In 1894 he joined in establishing the Wheeler and Wilson company, of which he was president for eleven years.

Emerson Beck Knight Decorated

Emerson Beck Knight, head of the Emerson Beck Knight Advertising Agency, Indianapolis, was awarded the Victory cross at the Armistice Day celebration, having been chosen for the high honors from the ex-service men of his state.

Jacob Wertheim, Founder of General Cigar Co., Dies

Jacob Wertheim, one of the founders of the General Cigar Company, died on the morning of November 14, at his home in New York in his sixty-second year. He retired from business in 1913 to devote his time to philanthropy.

Mr. Wertheim, through his ability as a salesman, rose from a humble beginning to the head of the largest independent cigar manufacturing concern in this country. From a partnership with the late William A. Schiffer, manufacturing cigars on a small scale, there was effected by Mr. Wertheim a series of consolidations. The first of these was with Kerbs & Spies in 1889. In 1902 Wertheim & Schiffer, Straiten & Storm, Lichtenstein Bros. and Hirschhorn, Mack & Co. consolidated under the name of the United Cigar Manufacturers. In 1906 the company was reorganized under the name of the United Cigar Manufacturers Company with a capital of $20,000,000. This concern exists today as the General Cigar Company, the largest independent manufacturing concern.

Mr. Wertheim was a director of the General Cigar Company, Underwood Typewriter Company, also a member of the executive committee of that organization, and at one time was a director in the General Motors Corporation.

"House-Organizing" the Prospects

(*Continued from page 26*)

records indicate the origin of the inquiry, if we are able to identify it, that is, we want to know as a matter of record whether the inquiry comes from our direct-by-mail efforts, magazine, or trade journal, or from some other source.

REPEATED SUGGESTION

One of the advantages of our house organ is the force of its repeated suggestion. The hammer and nail principle that drives your identity, your arguments, and the knowledge of your product thoroughly into the minds of the men on the list is highly important. We know that there are some types of business men who are skeptical as to whether house organs are read. The best way to put this question in the discard is to appeal to your own better judgment. Things out of the ordinary can be relied upon to get an out-of-the-ordinary effect.

Letters in our files assure us that busy men look at and read "Boxes." Another thing, while the house organ does not take the place of a salesman, it does much that the salesman would otherwise have to do. Properly edited, it always has its sales appeal, repeats and retells this appeal, from different angles, in different ways, at different times. We all know that salesmen will sell most goods if given constant aid, stimulation and encouragement.

I believe that the manufacturer can give this in a limited measure through other means, but he can do it in a big way through the house organ. If I were asked by my firm today to justify my reason for editing a house organ, I would give it to them in one brief statement:

"Just as long as we sell through salesmen, we should supplement their personal efforts by a systematic plan of sales stimulating publicity."

Orders, in most lines of business, are almost always a result of slow convictions which have been carefully built up in the prospects' minds. It's the house organ he has read this month, or the month previous; it's the something that someone has told him; it's the particular argument that has appealed to him in one of your publications; it's the favorable impression that your salesman created on his last visit. All these things, working together and cumulative in their effect, put your prospect in a buying attitude towards your house. Therefore, I am strong for the idea that part of a manufacturer's appropriation should be spent in developing some method for helping his salesmen, for raking over the field, for cultivating the prospects, and for warming them up, so that, when salesmen visit the localities, they can call on prospects when a point of contact has been established.

The foregoing method invariably permits a larger volume of business to be done with less effort. It will be found that the cost of selling can be reduced; moreover, a brisk, regular, appealing, supplementary, direct selling policy supporting any salesman will have the ultimate effect of securing better co-operation from salesmen and making them more efficient.

While "Boxes" was not intended to be philanthropic, the amount of information it carries, we believe, will do a vast amount of good to a great number of people, and in the long run the publicity that "Boxes" creates cannot help but be of benefit to our company. Our experience in the year and two months that we have published our house organ convinces us that "Boxes" is doing good work, that it is read, in fact is being carefully read, by a great number of people. It is needless, therefore, for us to say that we are sold on the house organ absolutely. It has made its place in our organization, and we expect that it will be a permanent institution with us, for just as long as there is need for more information about better packing and safer shipping, there will be a need for our house organ—and good-will for our house will result.

"Short Stories" Appoints Warner

Short Stories, of Garden City, Long Island, has appointed Robert O. Warner, formerly a publishers' representative in Chicago, as Western representative.

"Popular Science Monthly" Adds Johnson

A. C. Johnson, formerly with the Acme Motor Truck Company, has been appointed to the Chicago advertising staff of *Popular Science Monthly*.



JESSE BLOCK

Jesse Block (he bears my name and yet is not related to me) started in my organization as an errand boy. To-day he is not only a full-fledged salesman, but an extremely capable one. That is what a number of my friends have told me—and that is the opinion of my staff. I think, therefore, that Jesse has a fine future before him.

Jesse Block

San Antonio Light

Ten years ago San Antonio had no asphalt paved streets, and no park systems and no civic pride.

The purchase of the San Antonio Light by Messrs. Charles S. Diehl and Harrison K. Beach changed the above situation. The Light has fostered and developed civic pride in San Antonio until today the city has hundreds of miles of beautifully paved streets and boulevards, one of the most beautiful park systems in the world, municipal golf courses (a thing undreamed of a few years ago), etc., etc.

The residents of San Antonio credit these achievements to the Light. The Light is an afternoon paper with more circulation in San Antonio than any other newspaper, and of course it is the best advertising medium in that city. Wise advertisers know this.

Serial Adv. No. 21

Advertising or Sales Manager—Which?

Answers to the Question

IS the next step in the evolution of distribution methods the consolidation of the offices of advertising manager and sales manager and the elimination of either the advertising manager as we know him today or the sales manager as we know him today from the merchandising chart?

When this question was asked in last week's issue of Advertising & Selling there were already arrayed on file in the Editor's office letters from advertising and sales executives of several leading manufacturers giving their reactions to the question upon which Mr. Evans elaborated in his article. Since the article appeared more letters have been received, indicating that the subject is a live one; that something had been started which advertising managers and sales managers are anxious to carry on.

Something has been started which these letters do not by any means finish. They express a diversity of opinion. Some of them betray heated conviction one way or the other. Some bring out new angles of the situation. But the subject is still wide open for discussion. Other letters will follow.

The included statement from an agency head, while not expressly intended as a response to Mr. Evans' article, bears interestingly on the subject under discussion. —THE EDITOR.

By A. H. Bartsch

General Sales Manager, American Bosch Magneto Corporation

IT is my opinion that in the future the *modus operandi* of successful merchandising will suffer a definite revision as compared with the average present-day systems, and that the line of demarcation will be very sharply defined.

Advertising and sales management, according to my personal views, should not be classified as two entirely separate and distinct divisions of activity, but each as a *division* of *merchandising*.

The office of director of sales at the head of the merchandising organization should devolve upon one individual whose education and experience have been of sufficient scope to have included all the details of experience and executive ability required to hold the present-day title of advertising manager and the correlated experience and ability as exemplified in the modern title of sales manager.

The director of sales should have two capable assistants,—one, an assistant director of sales in charge of printed merchandising, and the other an assistant director of sales in charge of direct or personal merchandising.

This form of Merchandising Government—if I may entitle it that—would provide the concern with coordinated, efficient sales activities having all the values of advertising and sales management converted to the type of team work that will produce efficient results.

The sentiment expressed above is but one man's opinion—and consequently worth just that much, but it could be grasped from what I have said that the life or value of the old-fashioned, so-called advertising manager and sales manager is nearing an end.

If either of these individuals receive a shock upon reading such an aspersion cast upon their respective professions it might be productive of activities that will develop certain sales managers and certain advertising managers into high-powered directors of sales as I have outlined and enable them to accord to themselves the real task of co-ordinating the two valuable activities of advertising and sales into what they really form, i. e., the Merchandising Department.

I do not think you have started anything. I think you are but continuing something that started years ago and may continue to be the subject of much discussion just so long as narrow-mindedness or jealousy exists on the part of certain and selected individuals. There are just as many sales managers today who do not believe in advertising as there are advertising managers who do not believe personal selling to be worth very much.

Returning to the original point, I believe the future of advertising managers and sales managers lies in becoming directors of sales as I understand the use of the term, men of real ability and wide experience, controlling the sales and advertising activities of their organizations.

This is good business government, according to my ideas of modern merchandising, and it would be 100 per cent plus if this big fellow—the director of sales—was of such calibre that the board of directors would see the wisdom of electing him a member so that he could learn the devious ways of business from their angle, and they, in turn, could learn the marketing possibilities of their product to the end that more closely coordinated effort be obtained.

By R. N. Fellows

Advertising Manager, Addressograph Company

IT is our frank opinion that the advertising manager who confines his thoughts and aspirations purely to advertising subjects is making as great a mistake as the sales manager who ignores the necessity of acquainting himself with the commercial value of "modern advertising."

Advertising is mass selling—a development of the personal salesmanship method. No advertising manager, in our opinion, can achieve maximum success without an intimate knowledge and a constant study of the changing factors in selling. It is interesting to note in one particular line of business that within the past year the sales managers of four nationally known concerns in a particular line have been promoted either to be vice-presidents or directors or both of their respective companies, whereas the advertising managers in those companies still retain that title and apparently their same circle of influence in their respective organizations.

So far as the Addressograph Co. is concerned, there is no division between advertising and sales. Both are handled in the same department. And it has been our experience that an advertising man who does not absorb the selling atmosphere and acquire practical field and marketing experience does not enjoy as great success in this business as those advertising men with us who do.

In short, we make it a point to teach our advertising men first of all the practical side of selling, believing that they cannot make a success of advertising our product until they know the intimate details of how it is sold.

By Gordon Cook

President, The Akron Advertising Agency Company

IN connection with his recent sensational price cuts, Henry Ford said in effect, "We must henceforth make our profits out of savings and economies in manufacturing."

He might well have added, "And out of savings and economies in selling and advertising."

Had he added the latter phrase he would have given us an inkling into the widespread, growing and almost sensational activities on the part of thoughtful executives in trimming and concentrating sales and advertising work.

Those in touch with developments know that scores of concerns are, in the name of economy and efficiency, cutting down their field sales forces; eliminating innumerable inside office sales people. This would indicate, of itself, that more and more dependence is to be put upon advertising to capture trade and sustain the business.

Simultaneously with wholesale retrenchments comes the news that an increasing number of organizations are cutting down their advertising staffs. The advertising manager is being put in sales work where he can be definitely and tangibly productive, or else he is being dropped. Those down the line fare not so well as he.

Advertising agencies are taking over completely the responsibility for the campaigns of the advertiser. At regular conferences, the sales manager, and often the general manager or president himself, and the agency take up the advertising and merchandising problems of the business. Plans are outlined, lines of action defined, the agency men do the work—on the agency payroll.

The executives of the advertiser approve or disapprove the work of the agency when presented, just as they approve or disapprove the work of their advertising manager. The advertiser, as a result, has a complete advertising department and service but he has cut off practically all his direct costs of that work as the agency absorbs it.

With these things going on, what is the future of the advertising manager of the medium-sized business? And for our purpose let us define the medium-sized business to be one spending a half million dollars or less in advertising.

Rare is the advertising manager who is not only a good advertising man but also a good salesman, a consistent buyer and a money saver for his concern. And rare is the advertising agency that is not ready and anxious to do practically all the things for its client which are done by an advertising manager. It would seem, then, that the advertising manager's future lay in one of two directions: Either to develop into a sales manager or to attach himself to an advertising agency. There have been some spectacular advances made in both these directions.

Those detail duties of the advertising manager which could not well be handled by the advertiser's agency could be taken care of by a sales promotion man or, under the direction of a competent agency, an intelligent girl could take care of these details as well as head the sales promotion work.

Our conclusion is that the advertising manager and his department constitute an unnecessary advertising expense; that the manufacturer spending a half million dollars or less can begin advertising economies by dispensing with the entire advertising department; that such a manufacturer will get better advertising management free of charge from his agency than he could possibly get from his advertising manager.

More and more, as the high executives of advertisers get closer and closer to their business (forced to do so by present conditions, which may obtain for a year or more), these problems will arise and must be answered.

One question that undoubtedly will arise in the minds of executives is, "Has this thing been done elsewhere—is it working successfully?" And the answer is—it *is* being done elsewhere and it is working successfully.

By L. B. Jones

Advertising Manager, Eastman Kodak Company

YOUR question in effect is this: "Is the sales manager going to swallow the advertising manager or is the advertising manager going to swallow the sales manager, or are they going to swallow each other, or are they going to live happily together forever after?"

My answer is an unequivocal "Yes, including Article X, with and without reservations. Ask Root, Cox, Harding, Wilson, Johnson, Comiskey and Dudley Field Malone."

To put it another way, are we not trying to apply too many rules to business these days? We have been charted and diagrammed, cross-charted, indexed and cross-indexed and fed up on ascending and descending curves. We have studied business war maps that run the gamut of color from ultra-violet to infra-red until our dizzy brains no longer need to seek the excitement that it was their wont to seek prior to 7-1-19. They whirl anyway.

But I cannot see that these diagrams of tendencies answer, or even *can* answer, the questions you ask.

It's a matter of expediency and of individuality. It depends on the business and it depends on the man.

Take cameras and automobiles and talking machines. The job is partly to interest people in the mass in photographs and touring and in home music. That's an advertising man's job. Take gasoline and salt and socks. Advertising won't enlarge the market; it can only shift the market from one manufacturer or dealer to another. It's mostly a merchandising job, and that's where your sales manager ought to shine.

During the war, when there was talk, some thought serious talk, of a prohibitive tax on advertising, a certain advertising manager asked my opinion as to the danger of destructive congressional action. My reply was that, in a measure, the theorists were right; that when advertising created no new business, was simply a means used by one manufacturer to take business away from another manufacturer, that it was an expense the public would have to bear.

If you will allow me to slip into slang in so dignified a publication as Advertising & Selling, I will admit that I was seeking his *Capra hircus*. And, sir, I suspect that in asking the questions you did, that you were trying to get mine.

You evidently want to start something. I bite.

If the sales manager has also the qualifications of an advertising manager—which usually he hasn't—and is also a whale for work—which usually he has to be—there is no reason why he shouldn't swallow the advertising manager, and inversely—but what's the use? I am first of all for the conservation of paper.

To Advertise Advertising

How Some Agencies Are Using Their Own Medicine as a "Cure" for Sick Business

EXTRAORDINARY manifestations have succeeded one another rapidly during the two years following the armistice that have just elapsed. Unusual phenomena will continue, in all likelihood, for many months, and perhaps years, to come. The post-election depression, now being experienced, is one of the strangest of these.

Is it too much to say that senses, still dulled by the shocks of a war long since concluded, are still prepared and preparing to ward off further shocks? Were it possible for all to assume that the cycle of catastrophes had been completed, would not that assumption alone clear the air and stimulate sales?

For it seems to be the case that sales stimulation is the one thing needed to prevent hard times. There is a progressive retraction in industries, and a do-nothing attitude in merchandising circles, that is most unwholesome. Merchants are fearful that stocks purchased at present prices cannot be liquidated without loss. The public, deceitfully encouraged to believe that existing prices are uniformly the work of the profiteer, is holding back in anticipation of reductions. It is, moreover, accepting reductions, when and where made, as evidence that the popular theory is checking out.

Every manufacturer or merchant who cuts his price list at this time, therefore, is contributing momentum to a movement the full force and effect of which as yet is unappraised. Obviously, activity cannot be resumed until the sentiment becomes general that this decline has been checked.

On the other hand, from the great mass of material in *Automotive Topics'* weekly mail bag, this crystalline sentiment is culled: "An industrial depression is largely a matter of belief. The cause is distrust and the cure is confidence. Fear, doubt and hesitation must go, and, in their stead, courage must be instilled in order to produce normal conditions. From a political standpoint, with an administration not indifferent to actualities, and whose first thought will be the welfare of our people, a great revival in trade is assured. The period of dubiety is at an end."

But if, as stated, "the cause is distrust and the cure confidence," what force is holding back the flood-tide of confidence that should be flowing? Can it be that the country is divided against itself?

Here, at all events, are two camps. In one of them it is held that prices cannot safely be restored to levels admittedly more equable until costs have been reduced. That places the burden upon the purveyors of basic materials—who invariably claim to be governed by the laws of supply and demand—and upon Labor, which, however, is troubled by its distorted vision of a "conspiracy" to reduce wages through unemployment. Members of this camp would retain present prices until the credit liquidation of the past summer has had its effect, until confidence is restored, and until increased demand encourages more voluminous and efficient activity.

Members of the other camp, on the contrary, hold that the reconstruction must be literally a process of liquidation; that costs cannot be reduced until present inventories have been wiped out, and finally, that since there was profit in inflation, so there must be loss in deflation. The noble display of initiative in being among the first to take such a loss, however, fails to promote confidence or induce further exemplification of the principle, when it is found that the spirit of sacrifice is not personal, but is demanded of all.

Thus while one camp would preserve its balance and wait for lower costs, the other would seek to force lower costs as a defensive measure. While one camp accuses the other of plotting the downfall of confidence and business stability, the other charges its opponent with profiteering. It is a controversy wherein there is much to be said on both sides, but which is not breeding confidence, but rather distrust.

Agreement on a settled policy by merchants and manufacturers throughout the country would help, beyond a doubt, yet it is now seemingly impossible. The situation is out of hand. In the meantime, one source of salvation remains. It is to preach confidence and to stimulate business—regardless of price—by more direct and energetic means than ever before have been employed.

An uncommonly helpful urge in this direction is the stimulative influence of those advertising agencies, several of which are putting forth beneficial thoughts in strongly convincing ways. Van Patten is telling what advertising will do. Lesan, in an elaborate campaign, is seeking the real facts of the automobile industry's condition, as a part of a program of magnitude. Burnet-Kuhn, in a special booklet, says: "Right now, during this period of price adjustment, advertising is looked upon with more favor than ever before." Von Poettgen remarks, "If Ford, instead of lowering his price, had placed the weight of his trade name behind a statement that it was impossible to reduce at this time, few will say that the general public would not have accepted the statement as gospel. * * * Isn't it about time for manufacturers generally to realize that 'prestige' advertising has proven its futility, and that advertising in future must be primarily sales effort?"

"They are merely 'advertising for business,' these fellows," you say.

Yes. But doesn't their very faith that advertising breeds business in itself tend to bestir that confidence the lack of which has been deplored?

—Publisher's Observations, *Automotive Topics.*

Industrial Editors Meet

The Industrial Editors' Association of New England, which is composed of house-organ editors, held a meeting and dinner at the plant of the Walter M. Lowney Company, Boston, Wednesday evening, November 17. Music, singing, dancing, motion pictures and an address by Walter A. Belcher, vice-president and general manager of Lowney's were features of the evening.

Audit Bureau Starts Department for Local Advertisers

The Audit Bureau of Circulations, which has had since its inception a classification of its membership entitled, "Local Advertisers," is now establishing a special department for this group. The action was brought about at the instance of the Newspaper Publishers' division, which has been anxious to extend the service of the bureau to the local merchant who invests from $500 to $50,000 a year in advertising.

"Commerce and Finance" Moves

The editorial and executive offices of *Commerce and Finance* and the Theodore H. Price Publishing Corporation have been moved from 65 Broadway to larger quarters at 16 Exchange place, New York.

Heads New York Trade Bureau

Albert J. Barnaud has been appointed manager of the New York district office of the Bureau of Foreign and Domestic Commerce. Mr. Barnaud formerly was assistant manager of the New York office, leaving that position to become Secretary of the American-Russian Chamber of Commerce, of which former Secretary of Commerce William C. Redfield is president.

Better Business in Sight

Better Business looms ahead. Our business body had become fat, overfed. It is now reducing. The process is disagreeable, sometimes painful. But it makes for greater strength and vigor. Had not corrective measures been taken business would have collapsed from hardening of the credit arteries. At the opening of 1920 we were heading toward trouble. At the opening of 1921 we should be heading toward sound prosperity. Every fundamental development is making for greater solidity and stability. We have the greatest wealth of resources in the world; we have the greatest body of intelligent, progressive man power in the world; we have the greatest system of transportation in the world; the greatest stock of gold in the world; the greatest amount of confidence and optimism and enterprise of any nation in the world, and the least amount of worries and handicaps of any people in the world.

We have the material, the men, the money and the will to prosper. Everything combines to indicate that, after the disagreeable but necessary readjustments now under way, we shall prosper.—*Forbes Magazine.*

American Farmers Enjoy Home Comforts

How the American farmer is equipping his home with luxuries and labor-saving devices that were seldom to be found in the farm houses of a few years ago is shown in a report made by the Iowa State College of Agriculture.

The following was revealed in a single township of 142 homes, where each farm averaged 151 acres:

Forty per cent of all the farm homes have running water.

Thirty-three per cent. have bathtubs.

Thirty-four per cent have indoor toilets.

Eleven per cent have electric lights.

Thirty-five per cent have gas lights.

Forty-eight per cent have power washing machines.

Twenty-six per cent have electric or gas irons.

Fifty-four per cent have carpet sweepers or vacuum cleaners.

Fifty per cent have furnace, hot water or steam heat.

Ninety-three per cent have telephones.

Forty per cent have refrigerators.

Twenty per cent have gas cook stoves.

Thirty-three per cent have oil cook stoves.

Thirty-three per cent have sleeping porches.

Fifty-six per cent have pianos.

One hundred and twenty-five of the homes have an average library of more than 100 volumes.

"Western Railway Journal" Moves to Sacramento

The Western Railway Journal, published by A. M. Gunsalus, has been moved from Los Angeles to Sacramento, and will hereafter be published from Sacramento. The *Journal* is the official magazine of several railway men's organizations.

Advertises to Save Gas

A series of full page advertisements urging people to make changes in appliances for the purpose of conserving gas has been started by the Columbus Gas & Fuel Company and the Federal Gas & Fuel Company at Columbus, O.

Ten Pointers for Salesmen

To test the efficiency of his salesmen, a Michigan jobber prepared the following questions with instructions to his salesmen to apply them to their daily experiences for ten consecutive evenings: (1) Was I physically fit? (2) Did my personal appearance speak prosperity or success? (3) Had I made sure that my approach was well timed and did I make proper efforts to avoid interruptions? (4) Had I at least made an effort to discover a possible angle of approach to the customer? (5) Was my greeting sufficiently cordial, business-like and important? (6) Did I waste time with non-essentials? (7) Did the prospect's coldness weaken my approach, and did I allow it to develop to the point of resistance? (8) Was I sufficiently alert to gather from this approach any suggestion regarding the best manner of putting my proposition? (9) Did I carefully watch for a spark of interest and remember the point which obviously aroused this interest, and did I elaborate on it? (10) Did I quickly discover the one objection which would have to be removed before the sale could be made?

Packard Has Good Year

The annual report of the Packard Motor Car Company, covering the twelve months ended August 31 last, shows a gain in net profits of about $1,000,000 over the previous year, the figures being $6,395,468 against $5,433,634 in 1919.

Winnipeg "Tribune" in A. N. P. A.

The Winnipeg *Tribune* has been elected to active membership in the American Newspaper Publishers' Association.

How It Works Out

In the last three issues of Advertising & Selling we have given a complete list of the serials, short stories, special articles and departments which will run during 1921 in BOYS' LIFE, the Boy Scouts' Magazine, with their authors and illustrators.

This has been done not only to acquaint you with the excellence of the contents, but also to suggest to you the reason why we have succeeded in developing the interest of our readers to such a high point.

With the full development of this interest, the advertiser gets his maximum return.

It is working out that way for the advertisers in BOYS' LIFE.

"We are thoroly convinced that the subscribers to BOYS' LIFE read the advertisements in their publication with as much interest as the stories."

Reprinted from a letter of October 4, 1920, from Mr. H. B. Kohorn, Advertising Director of The Kaynee Company, Cleveland. This company has been using space continuously in BOYS' LIFE for over seven years.

BOYS' LIFE

THE BOY SCOUTS' MAGAZINE

The Quality Magazine for Boys

BOY SCOUTS OF AMERICA, Publisher

Member A. B. C.

200 Fifth Ave., New York 203 So. Dearborn St., Chicago, Ill.

EXPORT ADVERTISING and SELLING

A Department of Foreign Trade Extension Service
Under the Direction of
CYRIL H. TRIBE

Selling That Will Win Foreign Orders

Close-Range Study of French Traits Reveals Valuable Points for Export Advertisers

By HUGH WILSON PATTERSON
Editor of *The Furniture Index*, Jamestown, N. Y.

THE art of American advertising, while based upon certain and fundamental canons, is by no means inflexible and can meet all demands. Indigenous as it is, it is not necessarily local in its function and American advertising with the right adjustment to special appeal demanded by certain racial forces and characteristics can be applied successfully to the French markets.

Commonly we hear expression that French trade will fall to America as naturally as the fall of Newton's apple. Like most other generalities, that rather chauvinistic assumption is far from the truth. Trade will follow what we may call the lines of least apparent resistance and will be limited and directed by existing material and local conditions unless markets are created and maintained. Otherwise, why the larger part of our own advertising at home?

Added to the cost and problem of transportation and delivery (unless branch factories are opened in France, and such will not be feasible for some time) are American high prices and the premium on dollars. German manufacturers will before long convince the German workers that there is more profit to be had in trade than in experimenting in government—and, oh! how Jerry likes his marks! The franc is at a high premium in Germany. Economic conditions alone may make trade roads run eastward in France rather than westward. Sentiment runs a poor second in a race with Prudence—when money is involved.

MUST CAMPAIGN IN FRANCE

If, however, American manufacturers make an effort to campaign in France on a large scale, advertising must be thrown ahead in a heavy and wide barrage. The Frenchman is strictly "from Missouri" when it comes to parting with his francs. No success will be made without large, well-planned and well-executed advertising. Nothing will sell simply because it is American. Nothing will sell itself just because it is placed on the French market any more than it will here at home.

The French are accustomed to some advertising, but nothing on the scale of American advertising. In every little village, no matter how deeply remote in the provinces, one will see the blue-and-white poster of Chocolat-Menier, the Michelin guide sign, the Dubonnet, Byrrh and Quinquina Raphael advertisement, for France is far from prohibition.

In the Metro Stations (the Paris subway) and the Metro passages, on the kiosks along the boulevards of Paris, on buildings near the stations everywhere, one will find posters and displays of various natures—department stores, gas companies, medical preparations, rubber heels and toilet preparations. There are no large billboards as such. The board walls surrounding buildings being repaired or in course of construction are used for advertising purposes. On one of such it was that the advertisement of Pink Pills for Pale People appeared on the Boulevard de la Madelaine last summer. The railroad stations are rich in posters in striking design and colors advertising excursions and famous resorts in the mountains and on the sea. Buildings near the stations are well placarded with a variety of signs.

There is no great amount of direct-by-mail advertising. Certain of the large department stores in Paris, the Bon Marche, Au Printemps, Galeries Lafayette and the Grands Magasins du Louvre have something of a mail order business by catalog distribution, but nothing on an American scale.

Newspaper advertising is yet apparently at its beginning. None of the large retail stores ever have carried anywhere near the amount of space that American stores do, and consumer advertising is of minor volume. Under present conditions, it may be said that there are opportunities for American methods in the development of newspaper advertising, but circumstances would have to be investigated and studied from the bottom up. During the war, newspapers were limited to one or two sheets—two or four pages—and rates went sky high. It is said that space at one time cost the equivalent of nearly $100 an inch.

Formerly there was in Paris a syndicate that controlled certain of the Paris sheets and a large number of the provincial papers and which assumed and exercised dictatorial powers. Other agencies have been developed and, while the French inclination for centralized control in all affairs will have its place, modern methods will obtain more and more in the future—particularly as several American advertisers have gone or are going to Paris in this field. Newspaper display in an American sense is not known in either England or on the Continent and striking results are possible. Costs will be relatively high.

The periodical press, the reviews, humorous and social papers approach

nearer American advertising standards than anything else. Several of them have wide and general circulation, *La Vie Parisienne*, *La Rire* and *La Sourire* in particular. Trade papers are non-existent.

Aside from the large stores of the type of La Samaratime, Galeries Lafayette and the Grande Magasins du Louvre (big stores of Paris comparing to the huge American department store) and a few automobile showrooms on the Champs Elysees, the French, strange as it may seem, are weak in window display. Paris is a city of small shops, but even on the Rue de la Paix and the Avenue Opera the windows fall far short in attractiveness of American windows in like localities.

U. S. LEADERS ARE THERE

Many American manufacturers have already placed branches and agencies in Paris. Few have worked intensively the other larger cities or the provinces. Of course, American farm machinery is found everywhere. Thrown into the debris in the corner formed by two demolished walls in the small village of Sommeilles in the department of the Meuse, up toward Verdun, where a stiff fight was fought in the first battle of the Marne, rested even late this summer an old model of an American reaper.

Nothing American was more popular in France than chewing gum and cigarettes. Some of the French even learned to chew tobacco. Cigarettes and tobacco and matches, by the way, present no trade opportunities because of government monopoly of such manufacture. Chances are that French manufacturers will seize the chewing gum chance and obtain governmental protection, an overwhelming bar against foreign trade.

It is in mechanical goods (against German competition) that Americans have the largest opportunity. Farm and road machinery, office and factory appliances and devices, and goods of such nature hold the foreground. Medical goods and patent medicine are in a class by themselves.

The French are particularly weak in office and factory appliances that make for efficiency. Filing systems are unknown quantities. The French wooden files are cumbersome and almost unusable. The only steel files in evidence were American made. There is absolutely no standardization of paper forms whatsoever. Masses of papers of all shapes, sizes and descriptions are kept in old wooden, tin and pasteboard boxes. No system is apparent. The government offices of all kinds are particular offenders. Safes are antiquated almost to monstrosity in this day and age. Even in the largest of the banking houses the lack of system would appall the most dispassionate office boy. And thus we see what appears to be a market.

Although the buildings are of stone, the fire risks are enormous. There are few fires, it is said, in Paris, but against American systems of protection of valuable records the apparent French carelessness is amazing. In this connection, as in all others, it must not be forgotten that it will take years of educational advertising and selling to make a change. The Frenchman is certainly "sot" in his ways. But here, again, is a market, nevertheless.

REACHING THE FRENCHMAN

French advertisers make but little use of the booklet and it admits of productive development in France. Booklets that would reach the French homes would be read like our grandmothers used to read their almanacs. Frenchmen of big business interests would read with avidity booklets such as American advertisers produce. In such fields a big development would be possible. Superior booklets, aside from some few produced by the railroad companies, are unknown in France, and they could be made textbooks of business education. Blotters and calendars fall in the same category.

The Frenchman is a careful bargaining buyer and cannot be sold on a snap judgment. He likes to take time in all his business affairs. Even when he is the seller he dislikes to be hurried. To get an estimate upon the printing of a small four-page leaflet last summer took two days—but it was figured down to the last sou.

The Frenchman is cautious at the beginning of a transaction, if not suspicious. He is the same in his friendship, but once his confidence is gained, his trust is all-inclusive. Once he is sold, he is sold hard. There is room for much so-called educational advertising copy, having as its theme durability and utility. The attention of the French buyer may be caught by clever copy, but he will never be sold on bric-a-brac or gingerbread copy. He will have to be convinced by demonstrated merit and then only step by step. There can be no skips, for he will "spot" them at once.

Of all appeals, that of durability will strike the white in advertising in France. A famous French General of Engineers inspected the huge docks which the Americans built at Bordeaux—one of the greatest feats of all time. His comment was "Excellent! But will they last much more than a hundred years?" There are Roman buildings in use in France today, and everywhere durability is plainly in evidence. They build for all time. The French never, for instance, would think of tearing down a building like the Madison Square Presbyterian Church to make way for a larger structure.

FRENCH CHARACTERISTICS

Along with durability must come utility. As strong a place as art holds in France, when it comes to the routine of life, the Frenchman is far more utilitarian than the American. He never wastes a thing. He has little but what is of everyday usefulness.

Price has its place—more so in France than in other places. The average Frenchman has no false pride when it comes to buying. He cannot be induced to compete with his neighbor in an orgy of extravagance. Rather than boasting of the high price he pays for an article, the Frenchman will boast of the low price he got it for.

In advertising articles for woman's use, the beauty appeal of vanity will be of great force. The Frenchwomen of the class who would be reached by such advertising are perhaps the best adepts in the world in arrangement of their toilette—copy would have to be exact, of unusual appeal and more or less technical.

The French love beautiful and rich articles, but they can get about as much pleasure out of them vicariously as otherwise and guard their francs assiduously.

Good will is an asset everywhere, but probably counts more in France than here at home. Advertising in France would have to create a personality of strong aspects and the least deviation from an announced program would have disastrous results. Contrary to general impression the French businessman is not over-susceptible to flattery. He is not the type we associate with the frivolity of the boulevards. There are not many of that type in France who are typically French. The French businessman is likely to give far more minute consideration to a business proposition than his American counterpart. He is far thriftier. Thrift

(*Continued on page* 40)

Selling Cheese on the Strength of the Hole

The Man Who Made Famous the Hole in the Ground Turns His Attention to the Hole in the Sweitzer

By DR. BERTHOLD A. BAER

IT WILL cost you only two thousand four hundred and fifty-seven dollars and eighty-five. . . What is the matter?"

Benson acted as if fainting.

"I am just wondering what I would do, had I all these millions you were just talking about."

"Millions? I said hundreds."

"I know, but. . ."

"What you would do: You would do exactly what you are going to do now—advertise."

"Advertise what?"

"The hole in the cheese."

Benson looked around: the doors were closed, but the windows were free from obstruction. Was it possible that George had suddenly gone crazy? If he was armed with a knife or a revolver * * * if he was going to attack him with his bare hands, if * * *

Benson breathed heavily and wiped the perspiration from his forehead. There was only one way of escape: jump out of the window! Is it not better to break a leg or a funny-bone than to be assassinated by * * *

"Sit down," said George, "and listen. Here you have a store, one of the smallest in town, but one of the neatest and cleanest. You have a wife, quite young, but one of the sweetest and thriftiest."

"Maybe he is not crazy after all," thought Benson, who even found himself smiling.

"You are on a side street," continued George, "right around the corner from one of the central arteries of the town. Everyone is rushing by, no one pays any attention to you. Your nearest competitors are aliens with no regard for their clients, only thinking of the size of their dollar. You have as many friends as you have customers, only you have no customers. Now, if you let me spend that money for you, I* * *"

"I didn't think you could buy that stuff any more. Where do you get it, George?"

"Cut out the comedy and call Annie. Ah, here you are! Come in, Annie, and listen. I cannot talk to that two-by-four-brain-celled husband of yours. Let me try you."

"What is it now?" asked Annie, smilingly.

"He wants me to spend two thousand four hundred and fifty seven dollars and eighty-five cents * * *"

"How do we get it, George?"

"We earn it through the sales," answered George.

"The sales of what?"

"The hole in the cheese."

"Ufff," said Annie, pressing her right hand to her forehead.

"That's what I said," nodded Benson, looking at his bewildered wife.

"Thousands of people eat daily more or less Swiss cheese," continued George, disregarding the two. "'Make a better cheese than the other fellow and people will build a road to your vitubarator,' said Mark Twain. Swiss cheese, the real article, the one with the artistic holes, is a delicacy. Look at the holes in the so-called Swiss cheese you buy today, made in the good old U. S. A.! Is there any grace in the holes? Would Rubens ever have painted a hole like that? Would Byron ever have been inspired to a poem by these fuzzling little holes? You are right: They would not. Let me write an advertisement about 'The Hole in the Cheese.' I will tell the housewife the 'Why and Wherefore'; march up arguments in favor of; drive home the point; convince them and they will come with tape measures in their hands to measure the size of the hole, the only genuine hole in the only genuine cheese. And your fortune is made!"

Benson looked at his wife.

"And he was such a nice fellow."

Annie did not answer. She had closed her eyes; she was thinking.

"I always believed in the power of the Press," said Annie. "I feel sure that Advertising will bring the deserved and expected results. Only I could not see what we could advertise."

Another moment of thinking and she jumped up and threw her arms around George's neck and shouted:

"George, you are a genius! Go to it! I am dying to read it!"

"If you are dying, call Columbus 8200," said George smilingly.

The next day the advertisement reproduced in the box on this page appeared in the dailies.

* * *

A year passed.

Benson and his wife own a double-

The Hole in the Cheese

By Punny D. F. Mitchel

WERE it not for the hole, the oil supply of the world would forever remain in the depth of the earth.

Were it not for the "Doughboys," the World War would not yet be over and millions would still be fighting and crying for Liberty, Freedom and Right.

And were it not for the Doughnuts, what would have become of the "Doughboys"?

The world therefore owes a debt to that which made possible the Doughnut: "the hole," for without hole there is no Doughnut.

The same relative position as the Hole in the Doughnut, only in a more important ratio, plays the Hole in the Swiss Cheese. The gastric gases, so important to the tender organ of the digestive system in a lady of refinement, find circulation in the holes of the cheese. The larger the hole, the more free the circulation, the purer the ozone, the sweeter the flavor.

Professor Dorbojinski, in his famous dissertation "Est, est," has proven beyond the shadow of a doubt that the smallest hole in a Swiss cheese must measure one-sixth and two-thirds of an inch, while the extreme expansion should not be more than eight and one-third of the same inch.

We cater exclusively to the ladies of the upper classes.

Our price for Swiss cheese may be somewhat higher than that charged elsewhere. But, oh, the holes!

Bring your own tape measure, please.

CHARLES BENSON
The Society Grocer
439 St. Quentin Street

The dominating position of

Metropolitan

in 1920* Advertising Lineage

Industry	*Lineage*
Toilet Preparations and Articles	46,884
Automobiles and Accessories	26,667
Household Utensils and Fixtures	21,734
Foods	20,193
Office Equipment and Supplies	18,453
Mail Order and Mail Order Courses	17,707
Building Materials	15,702
Musical Instruments	15,283
Men's Clothing	13,105
Tobacco, Cigars, Cigarettes & Smokers' Articles	11,390
Publishers	10,356
Drugs and Appliances	
Financial	
Jewelry	
Women's Wear	
Travel and Hotels	
Candy	
Moving Pictures, Kodaks & Amusements	
Beverages	
Classified	
Public Service Corporations	
Gardens & Seeds	
Sanitariums, Churches & Schools	
Business Opportunities	

congress
tt shoe with
set in at the sides
ur grandfathers and grand-
used to pull on with a sigh of
ction. Yet we sell enough con-
gaiters every year to convince us
either there are a lot of comfort-
ving people surviving in this country,
else that some of the younger ones
to take their ease now and then.
There is one style of footwear, how-
which is literally on its last legs.
is the old high top boots which
nuscle to put on and a bootjack
off. The demand for them has
dwindled until it has so nearly
the vanishing point that they
ed altogether from our latest
The high cowboy boot, with
hed top and high heel for
rrup, still survives. The
the fact that Calvin
President-elect,
home to Ply
es' boo

41

No July issue of Metropolitan was published, so totals are for eleven issues only.

Will the opinion-making power of

Metropolitan

be working for you in 1921?

eight Sedan, and George is godfather to that little rascal Benson, Jr., whom George calls "The Power of the Press."

Benson calls the boy "Holey George."

Annie just smiles.

New U. S. Chamber of Commerce Appointments

The Chamber of Commerce of the United States has appointed Alvin E. Dodd, director of the Retail Research Association of New York, to be manager of the Chamber's new department of Domestic Distribution.

This new department, one of several included in the scheme of internal reorganization of the National Chamber's machinery of operation along lines paralleling the main divisions of American business, will make studies in the field that lies between production and consumption in the United States.

Lacey C. Sapf, formerly assistant manager of the Research Department of the National Chamber, has been appointed secretary of the American Section in this country of the newly organized International Chamber of Commerce now functioning at Paris.

Electrical Sales Ahead

Manhattan Electrical Supply Co., Inc., reports gross sales for ten months ended October 31 of $6,359,339, an increase of $631,773 over the same period of 1919.

[illegible]issey & Carpenter New Chicago Agency

gone crazy [illegible] Matthew A. Carpenter armed with a [illegible] Bryant, Inc., volver * * * if he was Carpenter going to attack him with his bare hands, if * * *

Benson breathed heavily and wiped the perspiration from his forehead. There was only one way of escape: jump out of the window! Is it not better to break a leg or a funny-bone than to be assassinated by * * *

"Sit down," said George, and "and listen. Here you have who a store, one of the smaller[illegible]ns in in town, but one of the r[illegible]ribution, [illegible]est and cleanest. You [illegible]s ready to [illegible]wife, quite young, [illegible]where, anytime sweetest [illegible] A real service —tha[illegible]ove a money maker. E. V. Maguire, Suite 216, Middle City Bldg., 34 S. 17th St., Philadelphia, Pa. Phone, Spruce 1858.

POSTAGE

The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.

POSTAGE · 18 East 18th St., New York City

The Missing Link

(*Continued from page 4*)

was evolved that advertising experience was needed for the salesman and the hard knocks of selling would prove beneficial to the advertising man. Accordingly they were sent into this work and both returned to the promotional department several months later to make satisfactory headway from the start. Since then this company has proceeded along these lines in training promotion men.

A great part of sales promotion work is conducted through the mail. Whether his problem is to sell his product or to convince a salesman of the value of an advertising campaign, the sales promotion man finds himself dependent on the written message to accomplish his purpose. He must have in his makeup the selling ability of the man on the road or behind the counter. He must know how to put on paper a "sales talk" that forces the reader's attention. He must be able to dig into a poorly producing territory and determine the reasons for the weakness of his product in that particular locality. He must do the sales work for the advertising department, and the advertising work for the selling division of an organization.

Chain Store Competition

"How is it possible for the average small grocer to meet the competition of the chain store when the latter has the advantage of buying in train-load lots and can afford to use half and quarter pages for its newspaper advertising?"

This question, asked by a subscriber of the *Retail Public Ledger*, is one which is said to be worrying a large number of retailers throughout the country. During the past decade the chain-store idea has grown to such proportions that, at first sight, it appears to be menacing the very existence of the individual store. And the chains are by no means confined to the sale of food. Shoe, clothing, candy, tobacco and even furniture combinations are increasing their scope every day, making it more and more difficult for the single store to keep its head above water.

But, despite the advantages enjoyed by the chains, the proprietor who runs his own store has one big outstanding asset which his allied competitors cannot secure—personal oversight of all details and the feeling of accomplishment which comes from the ownership of a business. Owner-management is always immeasurably superior to employe-management, from the standpoint of interest as well as that of willing work.

In addition, while the small independent merchant may be handicapped with respect to the amount which he can afford to spend for local advertising, he has behind him the vast cumulative force of the nationally advertised goods which he handles. Even a moderately stocked grocery draws upon a combined manufacturing capital of more than $1,200,000,000, while the advertising which is being done for that store and others which stock the same line of goods amounts to $50,000,000 a year.

The decision as to whether he will use this vast force or permit it to go to waste, so far as his own store is concerned, is up to the individual dealer. If, however, he does not utilize it in every possible manner, he has no right whatever to complain of the "increasing menace of the chain store."

Harry Newman Tolles Gives Fundamentals of Successful Selling

Speaking on the "Fundamentals of Successful Selling" before a recent meeting of the salesmanship department of the Chicago Advertising Council, Harry Newman Tolles, vice-president of the Shelden School, said in part:

"In successful selling there are three things that a man must know. He must first know himself. How many of us really know ourselves? If you met yourself coming down the street would you really recognize yourself? That is a rather ambiguous statement, but is it not a fact that many of us fail to really know ourselves? Your clothing is not you: it is simply the clothing of your body, and your body is not you. Your body is simply the clothing of the real 'you,' that ego which leaves the body when death comes. I have said that salesmanship was the power to persuade people. That power resides within the individual. Tennyson gives the most beautiful definition when he says, 'Self-knowledge, self-reverence and self-control, these three alone lead to sovereign power.' But there is another quality necessary; that is the physical man, that ability to get into the game with real endurance so that we can stay to the finish. We must as salesmen recognize the fact that there is no sound thinking today in a diseased body. Professor James, of Harvard, has said that the average man uses only 25 per cent of his physical power. With the average man 75 per cent of his physical energy is either dissipated, abused or unused. Much of our failure is due to the fact that we are not physically fit.

"Under normal conditions if you will for two weeks consciously ask yourself whenever you talk to a person, is this man quick or slow, and then if he talks and acts quickly you will try to speed up, and if he talks slowly and deliberately you will endeavor to slow down, or, in other words, if you cog your words into the speed of his mind, you will get the habit and you will find it will be very much easier for you to influence the mind of that other fellow because you will talk along with his speed."

$500,000,000 Worth of Soft Drinks Sold

More than $500,000,000 worth of soft drinks were sold during the last eleven months, according to Dr. Carl L. Alsberg, chief chemist of the Department of Agriculture, speaking at the convention of the Association of Bottlers of Carbonated Beverages at Cincinnati. He bases his estimate on the fact that consumers have paid $51,000,000 in taxes to the revenue department.

"GIBBONS KNOWS CANADA"

MONTREAL TORONTO WINNIPEG

The Brief Story on Japanese Sign-Boards

By Kanematsu Matsuzaka

Member of the Waseda Advertising Society, Tokio-Fuka, Japan

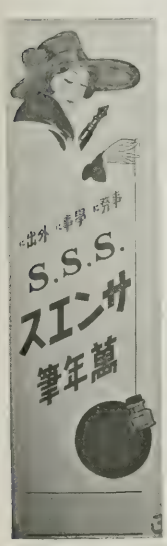
IT is obvious from old records that our ancestors used the board on which the name or picture of the goods was written or painted, as an advertising medium in business.

But its wide use by merchants dates from the beginning of the Tokugawa dynasty, and in the middle of the dynasty its use attained the height, as it was with our literature. The latter therefore had a great deal of influence on the designing of sign-boards. And at that time our sign-boards were so elegantly designed that we can not find anything like them anywhere in the world.

As above described, though the literature influenced the making of sign-boards, it was still more influenced by the taste of the age.

Since the renovation of the Meiji era, however, Western learning has flowed in so rapidly that it deprived the sign-boards of their elegance. Thus the present-day sign-boards are out of harmony with our store-buildings, which are still built mostly on the old method.

The poster shown is one of the sign-boards of the "Three S," sun, star and sea, fountain pen, which have recently been distributed among the retailers as "help" by the manufacturer. The paralleled lines at the foot of it are intended as the position in which the retailers write their firm-names.



In Japan, when a manufacturer distributes "help" among the retailers, the former pays one-half of the actual expenses of the "help," and the latter the other half. But in another case, retailers can obtain "help" gratis by promising to sell some 10 to 100 dozens of the products of the year for the manufacturer.

Fun, Sports and Humor Command Greatest Space in Newspapers

A man sat down the other day and analyzed the contents of a dozen representative papers to see what was interesting the public in these times, says the *American Legion Weekly*. This is the way the news averaged up in inches of space devoted to various subjects:

Fun, sports and humor	299
Politics	289
Business, stocks, high prices	209
Strikes, labor conditions	150
Accidents and crime	138
Foreign affairs	104
Prohibition	28
Book reviews	16

"These are serious days, probably, but fun still is at the national masthead," comments the *Weekly's* editor. "We may have our troubles, but we don't take them straight."

Forthcoming Trade Fairs in Great Britain

The following list of trade fairs to be held in Great Britain, the dates for which have been set, appeared in a recent issue of the *Board of Trade Journal:*

Cycle and Motor Cycle Show.—Olympia, London, November 29-December 4, 1920. Organized by the Cycle and Motor Cycle Manufacturers' and Traders' Union (Ltd.), The Towers, Coventry.

Glasgow Shipbuilding, Engineering, and Electrical Exhibition.—Kelvin Hall, Glasgow, November 8-December 4, 1920. Apply to J. M. Freer, Kelvin Hall, Glasgow.

International Advertising Exhibition.—White City, London, November 29-December 4, 1920. Apply to S. G. Houghton, 167 Strand, London, W. C. 2.

Toy and Fancy Goods Exhibition.—King's Hall, Manchester, January 3-14, 1921.

Efficiency Exhibition.—Olympia, London, February 10-26, 1921. Apply to Organizing Secretary, Daily Mail Efficiency Exhibition, 130 Fleet street, London, E. C. 4.

British Industries Fair.—White City, London, February 21-March 4, 1921; Birmingham, same period; Glasgow, February 28-March 11.

Clothing, Outfitting and Woolen Trades Exhibition.—Royal Agricultural Hall, London, March 8-18, 1921. Apply to International Trade Exhibitions (Ltd.), Broad Street House, New Broad street, London, E. C. 2.

Drapery, Textile, and Women's Wear Exhibition.—Royal Agricultural Hall, London, April 4-15, 1921. Apply to International Trade Exhibitions (Ltd.), Broad Street House, New Broad street, London, E. C. 2.

International Building Trades Exhibition.—Olympia, London, April, 1921. Apply to Directors, 43 Essex street, Strand, London, W. C. 26.

Glasgow Bakers', Grocers', Confectioners', and Allied Trades Exhibition.—Kelvin Hall, Glasgow, April 5-15, 1921.

International Rubber Exhibition.—London, June, 1921.

London Fair and Market.—Royal Agricultural Hall, London, July 4-15, 1921. Apply to International Trade Exhibitions (Ltd.), Broad Street House, New Broad street, London, E. C. 2.

Jones Tea Sales $3,377,651 Ahead

The Jones Brothers Tea Company, Inc., reports store sales for September as $1,748,908, against $1,387,330 in 1919 and for the year to date $15,307,311, compared with $11,929,660 a year ago.

Mail Order Executive Describes Peculiarities of Public

"No bureau of the Federal Government could compile the sort of statistics we collect," said an executive of a large mail order house speaking with a representative of the *New York Sun* recently. "As an example of this, we find that people drink twice as much coffee as they do tea and that they drink ten times as much black tea as they do green tea. We sell thousands of pails of salt fish. Codfish and canned salmon are the favorites at present, although tuna is now running them a close race.

"No other color sells as well as black in the South because the Southerners observe mourning more strictly than Northerners do. Rugs with floral patterns do not sell well in California because the people out there are fed up on real flowers. Throughout the war people in all parts of the country wanted subdued colors, but now they order bright and gay ones. Customers have a notion that red rubber is better and lasts longer than white or gray, white laundry soap is superior to yellow, and in the Middle West left-hand plows are much more popular than anywhere else.

"There is no doubt that the standards of living and of taste are growing better all the time, but there still exists a certain nice, old-fashioned spirit that crops out continually, a spirit of loyalty to our grandfathers and grandmothers. For instance, I think that you would find it hard to discover in a New York or Brooklyn shoe store the particular type of footwear known as the congress gaiter, that comfortable soft shoe with the rubber 'gore' set in at the sides which our grandfathers and grandmothers used to pull on with a sigh of satisfaction. Yet we sell enough congress gaiters every year to convince us that either there are a lot of comfort-loving people surviving in this country, or else that some of the younger ones like to take their ease now and then.

"There is one style of footwear, however, which is literally on its last legs. That is the old high top boots which took muscle to put on and a bootjack to take off. The demand for them has gradually dwindled until it has so nearly reached the vanishing point that they were omitted altogether from our latest catalogue. The high cowboy boot, with its fancy stitched top and high heel for holding the stirrup, still survives. The publicity given to the fact that Calvin Coolidge, Vice-President-elect, occasionally goes back home to Plymouth and dons the old 'cowhides' boosted our sales of that particular style of boot to some extent, and the 'cowhide' sells well at all times in northern New York State and some parts of the Middle West.

"There are many old-time customs that are clung to with surprising persistence. We recently sold a half million percussion caps for muzzle-loading rifles and shotguns. In these days of the automatic rifle, the magazine pistol and the breechloading shotgun, this was certainly an astonishing record."

Chain Stores' September Sales Increased 28%

Seven chain store systems showed an increase in sales of 28 per cent for September, 1920, over the same month of last year, according to a circular issued by George H. Barr & Co.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

Features in this Number

November 20, 1920

PAGE

The Missing Link in the Sales Chain.....*J. E. Brown* 3
The first of a series of articles on Sales Promotion by the Sales Promotion Manager of the United States Tire Company.

How the Canner Will Preserve His Market.....*Edward A. Kerr* 5
The story of the coming campaign of the National Canners Association.

Can America Keep the Advertising Lead?.....*Frederic A. Russell* 8
Some factors that may change the curve for space quantity in the future.

In Advertising the Farmer Wants—.....*I. J. Mathews* 10
What a County Agent found out by heart-to-heart talks with his farmers.

The Lure of the Die-Cut Folder.....*E. McKenna* 14
Here's a direct mail piece that the prospect can't resist.

How Marshall Field & Company Advertises.....*Harry Dyke* 23
G. R. Schaeffer, Advertising Manager for the big Chicago firm, describes his organization.

"House-Organizing" the Salesman's Prospects.....*P. C. Leffel* 25
"Boxes," born in an oversold period, is made to serve the sales force.

A Man Who Keeps the "Serve" in "Service"....*E. Walter Osborne* 27
Thomas R. Elcock, Jr., Advertising Manager of the Central Leather Company, "Shot" at Close Range.

Advertising or Sales Manager—Which?..... 30
The first of a number of letters received commenting on the subject of Gilbert Evans' article in November 13 issue of Advertising & Selling.

Selling That Will Win Foreign Orders...*Hugh Wilson Patterson* 34
A study of French buying habits revealing valuable points for export advertisers.

Selling Cheese on the Strength of the Hole.*Dr. Berthold A. Baer* 36
The man who made famous the hole in the ground turns his attentions to the hole in the Sweitzer.

Calendar of Coming Events

November 22—Annual Convention, Associated Dress Industries of America, Atlantic City, N. J.

November 29-December 4—International Advertising Exhibition, White City, London.

December 2-4—Annual Meeting, Taylor Society, Engineering Societies Building, New York.

December 6-8—Annual Meeting, Association of National Advertisers, Lakewood, N. J.

January 7—General Conference, Advertising Managers' Council, Motor and Accessory Manufacturers' Association, New York.

January 8-15—Twenty-first National Automobile Show, Grand Central Palace, New York.

January 17-21—Fourteenth Annual Convention, National Canners' Association, Atlantic City, N. J.

Winning Foreign Orders

(*Continued from page* 35)

is engraved on the French character and big business men have it as well as the peasant farmer. He watches costs closely and figures for high profits. He is ready to improve—if he can be sure it pays. Catch-alls have no appeal for him. He does little experimenting. The task of the advertiser will have to be to demonstrate durability and utility beyond doubt. If anyone has the remotest idea that by advertising he can carry the French off their feet he is sadly mistaken. Every step must be taken to build up good will by education and by practice. It will not be an easy nor a quick project. It will take years. He who tries to cash in on "any 'fly-by-night'" activity, who demands immediate results, had better stay away from the French market.

Paris is, of course, the heart of commercial France. An advertising campaign would have to radiate from there, using large centers as distributing points. Advertising for France cannot be written from an academic point of view. The ground must be carefully covered in France. The particular appeal which any product has must be found under the particular circumstances in France. A campaign written from an American office, no matter how much study is given, will fail to produce the most effective results and will fall far short of what may be accomplished.

Hare's Motors Acquire Kelly-Springfield Truck

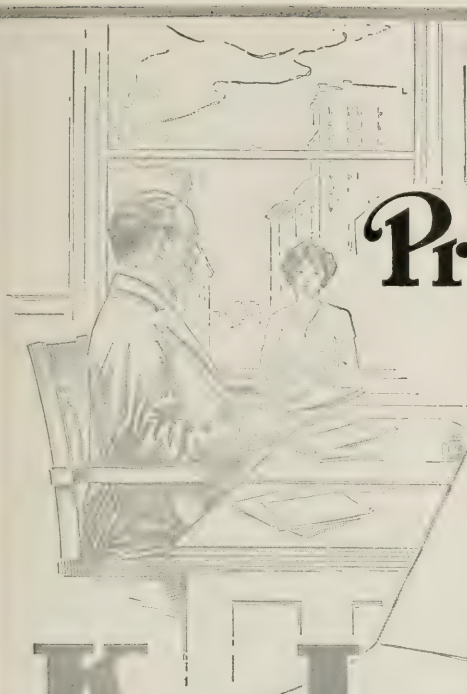
Emlen S. Hare, president of Hare's Motors, Inc., announced this week that the Kelly-Springfield Motor Truck Company and its plant at Springfield, O., would hereafter be operated by Hare's Motors, the operating organization for the Locomobile, Mercer and Simplex companies.

"School Week" December 5-11

"School Week" will be observed throughout the nation during the week of December 5 to 11, Commissioner of Education Claxton has announced.

To Hold Huge Confectionery Exhibition

In conjunction with the next annual convention of the National Confectioners' Association to be held at Atlantic City, N. J., May 23 to 28, 1921, a huge exposition of confectionery and allied products will be held at the Million Dollar Pier.



Get this company's Proposition

"Get this proposition!"—dictates the banker. Handling bond and document papers with tiresome monotony, you may be sure the banker or broker is pleased and impressed with the evident worthiness and dignity of

KING DEPENDABLE OFFSET

The four-page letter (trimmed to 17x11) combines the pulling power of a form letter on page 1, with a layout across Pages 2 and 3, illustrating and describing the product. Page 4 may be left blank. 60 or 80 pound King Dependable Offset will develop advantageously into this effective type of mailed advertising.

The illustration and text carrying your advertising message — admirably backgrounded with this stock—appeal to the financial man.

A letter of request starts lithographed samples your way.

Stocked at mill in following sizes and weights—stock trimmed four sides—packed in cases.

White	India Tint
25x38—50, 60, 70, 80, 100, 120	60, 80
28x42—74, 86, 99, 124	74, 99
32x44—89, 104, 119, 148	89, 119
38x50—100, 120, 140, 160, 200, 240	

Special sizes and weights to order

KING PAPER COMPANY

Kalamazoo Michigan

52 pages in color at $10,000 - -	**$520,000**
104 pages in color at $ 9,000 - -	**$936,000**
250,000 lines in black and white at $4.50 per line - - - - - - -	**$1,125,000**

We Offer Subject to Prior Sale

156 Full Pages in Color

in the American Weekly, paying larger dividends to advertisers than equal space in any other newspaper or magazine.

Space in the American Weekly is limited. It circulates in the homes of two and a half million of the more progressive families of America.

As the principal feature of the *New York American, Chicago Herald & Examiner, Boston Advertiser, Washington Times, Los Angeles Examiner, San Francisco Examiner and Atlanta Georgian-American* it reaches over 12 million readers every Sunday.

Three and one half years ago its annual advertising revenue reached $24,000. In 1921 it will be over $2,500,000. This means its *revenue multiplied 100 times in two years.* During this time the number of advertisers scarcely doubled.

The prosperity of the American Weekly is but a shallow reflection of the prosperity of advertisers in the American Weekly.

For information regarding these offerings write or interview any one of the 25 most successful advertisers in the American Weekly during the past two years, or apply directly to

The American Weekly

A. J. KOBLER, Manager

1834 Broadway, New York

Western Representative
W. J. GRISWOLD
Hearst Building Chicago

As practically all the color pages advertised above have been sold, this advertisement appears as a matter of record only.

Cents the Copy $3 the Year

Advertising & Selling

Public Library, Kansas City, Mo

NOVEMBER 27, 1920

Public Library, Kansas City, Mo



The Chicago Tribune Flashes Election Returns to Yankeedom in Europe

Mine-sweeping American tars in the North Sea, relief workers in Constantinople, doughboys along the Rhine, diplomats and business men in Paris, homesick "hoosiers" and "suckers" in Berlin—all these and more received returns on election night as guests of *The Chicago Tribune.*

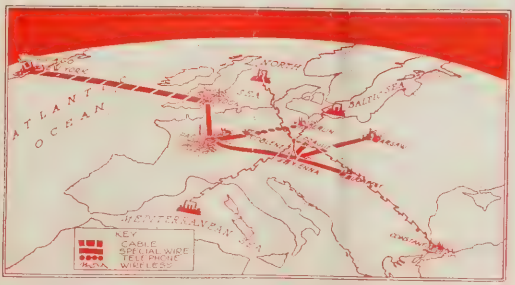
European statesmen and journalists marveled at the fact that the news was distributed to the Chi-Trib Parties throughout Europe within fifteen minutes of the time it was known in America.

Preparations were made well in advance by the staff of *The Chicago Tribune's* European Edition—an American newspaper which has been printed in Paris every day for the past three years. Theaters and halls were rented, special wires, telephones and wireless rights leased, and invitations sent out to the wandering Yanks of Europe. The map below shows how the news of the Harding avalanche was spread to London, Paris, Coblenz, Berlin, Vienna, Prague, Warsaw, Budapest, Constantinople and the Fleet.

Enterprise and Organized Service Build Tribune Prestige

Advertisers buy Chicago Tribune *space because it offers enormous circulation concentrated in the world's most desirable market. They are repeatedly surprised when overwhelming results surpass their expectations.*

This excess return is due to the prestige which The Tribune *has won with its readers by generations of service, originality, daring and efficiency, as exemplified by the election night parties throughout Europe.*



Member Audit Bureau of Circulations

THE only work that instantly furnishes a complete list of all the Manufacturers and primary sources of supply for any conceivable article, or kind of article, more than 70,000.



THE BUYERS MASTER KEY

TO ALL AMERICAN SOURCES OF SUPPLY

A volume of 4500 pages, 9 x 12, $15.00

Aims to list all manufacturers irrespective of their advertising or subscription patronage

Published once a year. Used in the offices of a large portion of the important concerns in all lines thousands of times each day by Purchasing Agents, Foremen, Superintendents and others having to do with ordering or specifying.

IT is used by them for locating sources of supply as instinctively as the clock is consulted for the time of day.

Descriptive and other advertising matter therein automatically comes to the attention of buyers at the important moment when they are interested. *Costs for one insertion—brings continued returns for one, two and three years.*

5980
Advertisements

2315
Advertisers

A recent audit to determine the *importance* of its users as indicated by capital employed shows:

Over $10,000,000 capital=more than 500 users
Over $1,000,000 " " " 3000 "
Over $100,000 " " "12000 "

For obvious reasons it was impossible to get capital ratings for more than 8,000 of the most important users, such as Federal, State and Municipal Government department subscribers—U. S. Consuls, Foreign Subscribers, also Boards of Trade, Libraries and other places of public reference where each copy is consulted by many buyers during the year.

Forms for 1921 Edition Now Closing

THOMAS PUBLISHING COMPANY, 129 LAFAYETTE ST., NEW YORK CITY

CHICAGO—20 W. Jackson Blvd. BOSTON—Allston Square SAN FRANCISCO—433 California St. TORONTO—91 Constance St.

OVERSEAS OFFICES AND AGENCIES: London, Paris, Amsterdam, Kristiania, Madrid, Genoa, Calcutta, Melbourne, Wellington, Soerabaia, Singapore, Manila, Johannesburg, Cape Town, Durban, Honolulu, Saigon, Shanghai, Kobe, Rio de Janeiro, Buenos Aires, Havana, Mexico City.

Farm Life and the Standard General Magazines

FARM LIFE FAMILIES WHO SUBSCRIBE TO MAGAZINES

	Replies	Sat. Evening Post	Literary Digest	Cosmopolitan	McCalls	American	Pictorial Review	L. H. Journal	Colliers	W. H. Companion	Youth's Companion	Delinestor	Misc.	Total	Take Magazines
Alabama	195	5	3	3	13	1	1	3	...	4	...	...	...	33	33
Arizona	12	2	...	...	1	1	...	1	...	...	1	...	1	7	3
Arkansas	151	3	2	...	9	...	1	4	...	...	1	...	...	20	20
California	50	3	1	...	2	2	...	3	...	2	1	2	3	19	13
Colorado	33	4	3	...	2	...	1	1	...	1	...	...	...	12	9
Connecticut	24	3	...	1	1	1	1	1	...	2	...	1	3	14	8
Delaware	22	...	...	...	3	2	2	2	...	...	...	...	1	10	8
Florida	65	2	3	...	4	2	...	5	...	3	...	...	3	22	22
Georgia	290	7	4	...	25	3	6	7	2	3	5	1	3	66	50
Idaho	43	...	4	1	...	3	1	2	...	...	...	2	3	16	11
Illinois	417	11	5	3	26	17	14	8	3	12	8	10	18	135	102
Indiana	581	13	3	1	45	11	12	21	5	...	15	4	5	135	121
Iowa	117	2	3	2	12	4	2	5	3	4	3	5	7	52	30
Kansas	98	1	2	1	5	2	...	2	...	...	...	3	1	17	15
Kentucky	248	9	3	...	13	6	2	6	...	4	2	...	6	51	38
Louisiana	70	3	2	...	4	2	1	2	...	...	1	2	9	26	20
Maine	44	...	5	1	1	3	...	2	...	3	3	1	...	19	12
Maryland	55	2	...	...	2	1	...	2	...	1	...	...	1	9	7
Massachusetts	36	2	2	...	1	1	2	1	1	1	...	1	7	19	14
Michigan	201	11	6	...	14	7	1	5	...	8	4	1	7	64	53
Minnesota	170	3	1	...	8	4	4	7	1	4	...	4	...	36	36
Mississippi	170	8	1	3	14	1	2	4	...	1	2	2	3	41	38
Missouri	252	8	1	2	19	2	1	10	2	4	6	2	30	87	66
Montana	73	6	1	1	9	2	4	6	1	...	3	1	7	41	28
Nebraska	69	2	2	...	2	2	2	5	...	1	2	...	1	19	16
Nevada	3	2	...	...	...	...	...	...	...	...	...	...	...	2	2
New Hampshire	12	...	...	...	1	1	...	...	...	1	...	...	1	4	3
New Jersey	29	...	...	1	2	...	...	...	2	...	...	...	...	5	5
New Mexico	14	...	...	...	...	...	...	2	2	...	...	...	4	8	3
New York	189	9	1	5	24	9	4	11	2	2	6	...	6	79	48
North Carolina	215	2	2	...	14	...	1	7	1	...	4	...	1	32	32
North Dakota	125	4	2	1	6	3	1	3	...	3	4	3	3	33	30
Ohio	336	8	4	5	27	9	13	14	1	6	8	1	14	110	72
Oklahoma	121	...	...	...	4	1	3	1	...	1	...	2	2	14	14
Oregon	53	5	...	...	2	...	...	5	...	2	...	3	8	25	17
Pennsylvania	335	3	6	6	25	6	3	20	7	3	...	10	13	102	52
Rhode Island	5	...	1	...	...	...	...	...	...	...	...	...	1	2	2
South Carolina	96	2	1	...	2	2	1	7	...	...	1	1	1	24	10
South Dakota	85	12	2	1	10	3	7	12	4	3	...	7	8	69	42
Tennessee	184	7	7	1	15	6	1	9	2	4	1	2	3	58	54
Texas	243	2	...	...	14	3	3	10	1	1	1	1	20	56	31
Utah	18	...	1	...	...	...	...	1	...	...	...	...	1	3	3
Vermont	32	...	1	...	3	2	1	4	...	2	...	...	4	17	10
Virginia	206	13	2	2	18	6	3	7	...	2	2	2	12	69	46
Washington	72	3	3	...	4	...	...	2	...	...	1	...	12	25	15
West Virginia	109	4	3	...	4	3	1	...	...	1	1	...	2	19	12
Wisconsin	134	4	1	...	12	2	3	3	...	1	2	3	12	43	25
Wyoming	13	1	...	...	...	1	1	1	...	...	...	1	...	5	2
Total	6,115	191	94	41	425	137	106	234	40	90	91	78	247	1,774	1,303

WHETHER farmers can be satisfactorily reached by general magazines edited chiefly for city people is a controverted question of large importance to the advertiser who sells a commodity of general use—one that has an important farm as well as city market.

This table was compiled from the answers to a questionnaire answered by 6,115 readers of Farm Life all over the country. The table shows that the well-known magazines named reach only 18 per cent of the readers of Farm Life. Adding the readers of the publications included in the miscellaneous column only 20 per cent are reached.

Furthermore, that 18 per cent is so widely scattered among so many publications that to reach it practically all strong general publications must be used.

The conclusion is that to reach Farm Life readers you must use Farm Life.

THE FARM LIFE PUBLISHING CO.

THE JOHN M. BRANHAM COMPANY

ADVERTISING REPRESENTATIVES

New York St. Louis Chicago Kansas City Detroit Atlanta Cleveland San Francisco

SPENCER, IND.

Farm Life

ADVERTISING & SELLING, NOVEMBER 27, 1920

30th year. No. 23. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1870. Price, 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City

More circulation at 3c than at 1c or 2c a copy

The *Chicago Evening American*, at 3c a copy, sold *more* newspapers *last month* than it averaged for the month of *October* during the *six previous years.*

The *Chicago Evening American* sold at *1c a copy* during the first three years of the previous six-year period; the *Chicago Evening American* sold at *2c a copy* during the second three years of the previous six-year period.

Now over 360,000 daily

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

J. M. Hopkins, President;
H. B. Williams, Vice President;

ADVERTISING & SELLING CO., Inc.,
471 Fourth Avenue, New York, N. Y.
Telephone, Madison Square 1765-6-7

Ralph B. Smith, Managing Editor;
George Roosevelt, News Editor.

30th Year | NOVEMBER 27, 1920 | Number 23

Salesmanship—The Basis of Prosperity

And Not Only All Material Welfare, But All Art and Culture Rest on This Foundation

By TRUMAN A. DE WEESE
Director of Publicity, Shredded Wheat Co.

THIS is an age of salesmanship. The ability to sell things lies at the basis of all our industrial wealth. The man who doesn't sell anything must be supported by someone else who sells something. Every man is a salesman, unless he is a loafer. He is either selling his own labor or the product of someone else's labor.

It is easy to manufacture a cake of soap if you have money enough to build the factory and buy the machinery, but you are out of pocket and the world must go unwashed unless someone sells the soap. Art galleries and universities of learning are not founded by poets and dreamers; the money to build them comes from men who sell things.

SALESMANSHIP THE BASE

If the great majority of human beings were not engaged in selling things, lawyers, preachers, doctors and poets would starve to death. Culture and art, therefore, rest upon salesmanship.

The basis of all prosperity and human happiness is the exchange of the products of the farm for the products of the mill—and a portion of the profit that accrues from this exchange goes to support the professional or non-producing classes.

A man discovers a certain mixture of chemicals that will give old furniture a lustre that makes it look like new. Shall he put up a few bottles of the mixture and peddle it among the neighbors of his home town, or shall he give it to a hundred million persons through advertising and thus build up an industry giving employment to thousands of men and women.

A man invents a safety razor that liberates him from the thraldom of the barber shop and enables him to save time and money by shaving himself. Shall he sell it to the men of his own town, or the men of his own acquaintance, or shall he invoke the aid of advertising to put it in the hands of millions of men, at the same time building up an industry that will furnish employment to thousands?

Saying that this is an age of salesmanship is, therefore, merely another way of saying that this is an age of advertising. It is an age of merchandising—and advertising is the most important factor in merchandising.

HOOKING UP TO CONSUMER

I like to see advertising hooked up to the ultimate consumer. A good deal of advertising nowadays seems to have been written to fill space and to display literary talent, which has no reference to salesmanship. The poor old ultimate consumer has had a rough time of it during the last two or three years. He has been kicked and mauled around until he is disfigured beyond recognition, but we are still after him and if he gets away it will not be the fault of advertising.

When we come to commercial advertising we have to differentiate between staples and specialties. In the case of a specialty advertising must actually create a new demand. It must inoculate the human mind with a desire to possess something it has never heard of before. In the case of a staple, however, the business of advertising is largely to fix a trade-mark in the public mind, and in that way create in the mind of the consumer an unconscious preference for one staple as against another.

This consumer demand built up by advertising we call good-will, but it is not the kind of good-will you

An Age of Merchandising

THIS is an age of merchandising and advertising is its prophet. Salesmanship has an importance today that few clearly comprehend.

In this article, which embodies part of his message to the convention of the Specialty Manufacturers' Association at Atlantic City, Mr. De Weese sums up the dignity and importance of the selling job by telling us that the art, culture and material prosperity of the future depend upon its effectiveness.

Check up against his your own suggestions for making selling—especially "mass selling"—more effective. THE EDITOR.

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sometimes write of in the financial statements of corporations. It is a good-will that is beyond measure or computation. You could burn the factories in which Royal Baking Powder is made, but no conflagration could wipe out the picture of a can of Royal Baking Powder that has been printed on the retina of the human mind by years of persistent advertising. The only way you can destroy good-will of this kind is to stop advertising and let the product gradually pass out of the human mind.

All of which is merely to show the vital relation of advertising to the marketing of a specialty. You can sell a certain amount of staples without any advertising. If you are making laundry soap or matches you can induce merchants to push your soap or your matches ahead of the other fellow's soap or matches. You can sell a certain amount of your product while the other fellow does the advertising. In the meantime the manufacturer of a staple who advertises a trade-mark and fixes it in the public mind becomes paramount in his industry and the non-advertiser is gradually crowded out.

Having shown the vital relation of advertising to the marketing of a specialty, it might not be out of place to inquire, "What is advertising? Is advertising literature, or is it salesmanship?" Some of the advertising now appearing in the public prints, particularly automobile advertising, would lead you to conclude that advertising is mere literature. Don't be deceived by the artificer of rhetorical flapdoodle. The purpose of advertising is to sell goods. A literary chap who never sold anything in his life will define advertising as "the dissemination of information about a salable product." Now, advertising may do all that and never sell anything.

ADVERTISING MUST SELL

The real function of advertising is to sell things, to create a market for a new product or to expand the market for an old product.

Advertising is an instrument of distribution. This is the point that thousands fail to grasp. Failure to grasp this point is the reason for so many misunderstandings about advertising. As an instrument of distribution, advertising creates volumes of sales, and this is the source of its profits.

For many years the company with which I am connected made no money. There was nothing on the profit side of the ledger at the end of the year. Today the company pays a dividend of eight per cent, has four factories and is capitalized at $10,000,000. Profits and dividends came when the sales reached a certain volume.

This is the thought conveyed in the subject of this address. A man who has a new idea and finally gives that idea concrete form in the shape of a food, or a soap, or a labor-saving device, must gradually sell his idea to the ultimate consumer. In other words, he is selling himself. There must be personality in advertising. Advertising must be a human appeal presented by a man or woman who understands human nature, who knows the product and can put the talking points in clear and lucid English.

How can we make advertising more effective? How can we eliminate some of the waste in advertising?

Before answering these questions it is well to recognize the fact that advertising is not an exact science. You cannot buy advertising as you would buy wheat or coal. You cannot buy it by the yard or bushel. Eight hundred dollars borrowed from a friend, combined with the advertising instinct, gave the kodak to the world and made George Eastman, of Rochester, rich. On the other hand, another man's genius will invest $10,000 in advertising and lose it all.

TO ELIMINATE WASTE

This is merely another way of saying that it is not possible to eliminate all the waste in advertising or to anticipate accurately the results of advertising. When a human phenomenon comes along who can tell you exactly what will be the returns from a certain kind of advertising there will not be enough magazines and newspapers published to hold all the advertising, for every manufacturer and merchant in the world would certainly become an advertiser on an extensive scale. There are many ways, however, in which advertising may be made more effective and the waste in advertising reduced to a minimum. One way to bring about this result is to pay more attention to making advertising fit in with the salesman's plans. The sales organization and the advertising department should work hand in hand. Don't waste money in places where you have no distribution, unless you are ready to invest money in pioneer work with no prospect of immediate results. I have no doubt there was a time when John Wanamaker was tickled pink to see his name in the newspapers every morning. Now he is only tickled when the advertising sells goods.

The time is coming when the Government will have to meet the evil of "substitution" with Federal legislation or else advertising is doomed. A man must have some guarantee that he will be protected in his enjoyment of the fruits of his advertising. He must have assurance that the property created by investing millions of dollars in advertising will not be filched from him in a night. The newspapers are the great media for intensive advertising. Other media may give national fame to a product, but the newspaper must move the goods off the shelves. The newspaper carries the message of the advertiser into the homes of people every morning and every night. The newspaper sustains a relation to the home and to the distributor that belongs to no other medium. It is the most potential factor in the molding of public sentiment which crystallizes in legislation. Newspapers have weight in the councils of government. Advertising is their chief source of revenue. They are in a position to secure Federal legislation that will protect the advertiser from merchandising buccaneers who would do business on the good-will the advertiser has created. It is for the newspapers to wipe out the evils of substitution and other forms of merchandising piracy. Will they do it?

This is the golden age of advertising. The columns of the newspapers and magazines are crowded with the message of the manufacturer and the merchant. While some of this advertising represents the desire of the advertiser to escape a portion of the excess profits tax, the most of it represents a desire to increase volume of sales and to keep the product from passing out of the public mind. Advertising is no longer regarded as an expense—it is an investment. It is a part of the machinery of distribution. It is no longer hooked up with sarsaparilla and swamp root: it has found better company. It walks and talks with kings.

Campaign for Life Insurance Contemplated

W. Dwight Mead, chairman of the committee on publicity, thrift and welfare of the National Association of Life Underwriters, has announced plans for an extensive campaign to be carried on in the United States on behalf of life insurance. A fund amounting to several million dollars is to be raised and will be used for national advertising.

In order to get this sum, insurance agents will probably be asked to pay five cents on each $1,000 of insurance written by them, but the method of raising the necessary sum has not yet been definitely decided upon. A further levy of 25 cents on the companies for each $1,000 insurance paid for is also under consideration.

What Can We Do About Substitution?

For One Thing, We Can Put Real Selling Points in Our Advertising to the Dealers

By MAXWELL DROKE

THE FIRST Advertiser had just finished carving his initial announcement upon a convenient stone. He stood back to view his handiwork. It was a good job, but there seemed to be something lacking. The First Advertiser scratched his head reflectively. Then, with sudden inspiration, he turned to his stone and added, in the language of the stone-age, "Insist upon the genuine; accept no substitutes!"

And that's how it started!

From that day to the present moment manufacturers have more or less consistently warned the public against substitution. And the public has more or less consistently disregarded those warnings. We human beings are contrary critters. And somehow we simply won't play according to the rules and properly scorn the tradesman who offers "something just as good."

This is particularly true of the smaller communities where merchandise is bought and sold largely on a personal basis. And it is significant to note that in these towns and small cities reside 70 per cent of the population of the United States.

EDUCATING THE SEVENTY PER CENT

Mrs. B. goes to a local merchant and asks for a certain advertised article. Mr. Merchant hasn't that particular article in stock, but offers an alternative (as like as not the alternative is also an advertised article). Does Mrs. B. assume a haughty stare, as per directions, and refuse the substitute? She does not. "I guess I'll take that, Mr. Merchant," says she, "and send along a sack of flour, please; the same kind I had last time."

Well, what's to be done about it?

Getting down to fundamentals it becomes evident that the substitution evil really is a result of *lack of adequate distribution*. A manufacturer who has gained virtually 100 per cent distribution should have very little substitution trouble unless, for one reason or another, he is "in bad" with the trade, in which case the practice of "switching sales" may be termed deliberately malicious.

Generally speaking, a dealer offers a substitute because he doesn't have the article asked for. There are a few exceptions, notably certain chain stores that make a practice of switching the customer from a standard article to "a preparation of our own." But in recent years this practice is somewhat on the wane. I know of at least one large chain of drug stores, in a Southern city, where instant dismissal is the penalty paid by any sales person who attempts such substitution. When you ask for Blank's Tooth Paste, you get Blank's Tooth Paste.

COERCING THE DEALER

The dealer who doesn't have your article in stock is going to try to divert inquiries to some article which he does carry on his shelves. We may as well frankly face that condition. And about nine times out of ten he is going to succeed. For in this day of a multitude of well-known trade-marks mighty few of us go a-shopping for a certain article with our minds so thoroughly made up that we cannot be induced to accept an alternative brand.

No one knows this better than the dealer. He fully realizes his power. And that is why he so frequently laughs at the manufacturer who takes the "you-must-sell-my-goods-or-take-the-consequences" stand. Very few manufacturers are in a position to force merchandise upon the dealer.

My friend the department store buyer recently called my attention to this advertisement which appeared in a dry-goods journal devoted to the interests of the retailer:

My Wife

—while in a retail store
Overheard the following
Conversation:

"Let me have five yards of
Blankmaterial."

"We don't carry Blankmaterial,
But we have something just as
Good."

"There's nothing as good!
My friends and I have used
This fabric, and let me tell
You it is in a class by itself.
If you can't supply the Original
I'll have to go to your competitor."

The next day a request for samples
And prices was sent to—
Blank & Blank Company

"I'll wager ten to one that advertisement was written by a man who never stood behind a dry-goods counter a day in his life," declared my friend. "He doesn't know a thing about the business and even less about human nature.

"Women don't go about in department stores holding conversations like that. Frankly now, can you imagine your wife saying, 'If you can't supply the Original, I'll have to go to your competitor'?

"You can depend upon it the storekeeper sees that advertisement for just exactly what it is—bunk. It's just such copy that makes a merchant begin to doubt the sincerity of advertising."

The modern merchant must be sold and not scared or threatened into handling your line. By all means let us continue our national advertising to the consumer. It is a tremendous power for good. It brings the buyer to the local store.

TRYING THE SELLING WAY

But when we stop there we leave the job only half done. If we are going to put an end to substitution we must see that the dealer is thoroughly sold on our line and that he has the goods in stock to meet the demand.

Isn't it about time we cut out some of our "bull" in dealing with dealers? We have presented too many glittering generalities and too few cold facts. There has been too much hip-hip hypocrisy and too little talk of actual sales possibilities in our line.

That's why it is refreshing, now and then, to run across advertisements such as the current dealer copy of the Armstrong Cork Company. They don't content themselves with declaring "Linoleum sales are soaring sky-high. Get in on the ground floor. Order a stock of the Genuine Armstrong Linoleum NOW—today—and take advantage of this unprecedented prosperity."

Not at all. They sit down with the dealer and figure things out. They show him that there is money in handling linoleum—Armstrong Linoleum—and tell him how to get his share. Let us quote from a specimen advertisement headed, "The

'Extra' Market for Linoleum in Cincinnati, for Example."

According to the latest census figures, Cincinnati has approximately 80,000 families.

If, once in five years, half of the Cincinnati homes bought linoleum for just one additional room, 12 x 12 feet, say, at $2 a square yard, the total volume of "extra" linoleum business in that city in a single year would be $256,000.

This is exclusive of commercial installations in banks, offices, stores and other semi-public and public buildings which require thousands of yards of linoleum each year.

Take your pencil and pad of paper a moment and analyze your own "extra" market.

And remember that this "extra" business is waiting for the store that goes after it first. And in time, if you get "one extra room" business, you will also begin to sell linoleum floors "for every room in the house."

Every day in your community new homes are being erected. Why not get in touch with the architects and contractors and explain your facilities for furnishing and laying linoleum floors? We'll gladly assist you in every way possible. Send us the names of architects and contractors to whom you would like literature and samples forwarded. Also ask our Bureau of Interior Decoration for suggestions. The service is free.

And then, to build further prestige for Armstrong Linoleum, and cut down substitution of the "just ordinary" variety, right at the top of the page there's a large illustration of four beautiful homes with this caption, "Armstrong's Linoleum Floors were installed throughout in these four semi-detached homes, recently built at an average cost of $15,000 each."

The dealer who reads that says to himself, "That Armstrong Linoleum must be unusually good stuff, if they put it in such houses as those. I want to know more about it. Maybe there is a place for the Armstrong line in my store."

Still another instance of strong dealer copy is an advertisement of Vanity Fair Silk Mills introducing the Sports Bloomer. Here the job of the copy writer is to justify the existence of a new article of apparel and to get the dealer to substitute the Sports Bloomer in place of the ordinary article. Thus the usual condition is in a measure reversed. Here's how Vanity Fair tackles the job, under the head of "A New Fall Number for Your Silk Underwear Department":

With skirts so much shorter than they used to be, there is a real need for a bloomer of warmth and protection, yet short enough to escape the bottom of the skirt, however short that skirt may be!

And here it is! It has all of the attractive trimness of the ankle bloomer, but instead of reaching to the ankle, it stops short about two inches below the knee. It is comfortably roomy, so that even on the seated figure, it cannot ride up!

Without a doubt these bloomers will soon be as popular as the Pettibocker itself, and we are prepared to make Fall deliveries if orders are received promptly. The Sports Bloomer will be advertised in the women's magazines for Fall.

There's dealer copy with some real selling points. We need more of it! The time has come to give the merchant some logical reasons to take his pen in hand and fill out one of those "please-enter-our-order-for-the-following" forms.

And once we have Mr. Merchant's name on the dotted line we needn't do a great deal of worrying about substitution. The dealer who has our goods in stock is going to sell them, all right!

"Dealer Help," Canadian Style

The Canadian Optical Company's Campaign Shows How They Handle It North of the "Bottle Line"

By S. B. McMICHAEL
President Canadian Optical Company, Limited

UNTIL this year we had never made a serious attempt to supply our customers, the Canadian Optometrists and Opticians, with advertising matter of the sort commonly termed "dealer helps." There were various reasons for this, chief among them being the difficulties of manufacture while a state of war existed, an imperfect distribution, an incomplete line of goods, and insufficient knowledge of the particular kind of advertising that could be used to the economic advantage of both our customers and ourselves.

In working up to the campaign we experimented to a very considerable extent. For a period of several months we tried out a series of street-car cards in five of our larger Canadian cities, we ran a small space newspaper campaign of the mail order type in four Toronto daily papers, we distributed in a small way an informative booklet useful to the customers and prospects of the optometrist. All of these were laboratory tests in an attempt to determine as nearly as possible just what it was that the optometrist needed. Naturally the results were nothing to brag about, but the comments from dealers were straws that showed the direction in which the wind was blowing and assisted us materially in the planning of a real campaign.

THE SELLING SITUATION

Three factors were very much in our favor as we approached our new campaign. Our trade paper copy, our bulletins to the trade, and such general publicity in which we had already indulged had been of a type that was both interesting and distinctive. This had given "Canoko" advertising, "Canoko" products, and the "Canoko" organization a reputation that was perhaps somewhat better than they really deserved. However, it is a cardinal policy of the company to put quality into both its products and its advertising, and quality goes a long way in the building of a reputation. We were also helped by the fact that the Canadian manufacturers and jobbers of optical lines were confining their advertising to monthly house organs and trade paper copy. In other words, we were quite alone in the matter of providing dealer advertising.

With the signing of the armistice came an improvement in manufacturing conditions. Our distribution also became wider and, with the enlargement of our range of products, the decision was made to enlarge on our advertising effort.

As in many other lines, the heaviest selling season of the optical industry is in the fall of the year. School opens in September, winter brings long evenings of reading and study. The sales of eyeglasses and spectacles are maintained at a high point right up to the Christmas holidays. Under the circumstances, the

best time to launch a campaign is on or about September 1.

PLANNING THE PORTFOLIO

Instead of preparing a portfolio of proofs only of newspaper copy, street-car cards, etc., we decided to present our advertising to the dealer in a more attractive way. We also wished to include some selling talks on the advertising itself, as well as a few pages advertising certain



How the Professor's "golf humor" is made to sell a special type

"Canoko" products. To the portfolio or book of advertising helps we gave the title "Our Contribution Towards Bigger Business." On the inside cover was a half-tone illustration of "Canoko" gold-filled nose-piece mountings. The illustration was followed by three or four lines entitled, "Sparkle" a distinctive feature of "Canoko" mountings. On the first page was a brief statement of our belief that optical goods were not really sold until in the hands of satisfied customers of the optometrist and optician. We enlarged on this by an explanation of how we thought this could be accomplished through the use of the dealer advertising we were offering. This, in turn, was followed by four pages illustrating three series of newspaper advertisements, one of which introduced two trade characters, and was written as well as illustrated in a semi-humorous style. Further on were two pages of cuts, two series of six each of movie slides, a series of six window cards and a special oak frame in which to use them. Space was also given to illustrating and describing a very useful book entitled, "Care of the Eyes." With illustrations of the book were also shown proofs of a series of four single column, twenty-eight line, newspaper advertisement to use in connection with the book. Two pages were given up to the printing, in pearl size type, of eight sales letters that could be copied wholly or in part by the dealer and used in a way to pretty much suit himself. Each letter was written from a different angle or to suit some seasonable condition. We were prompted to include these letters, on which we would have no check and which could be used alike by customers of our competitors and ourselves, through the frequent requests made of our salesmen by dealers, to "write a sales letter" that could be used for sending out to customers. These requests were frequent and as our representatives are perhaps better salesmen than they are letter writers, we made it a special point to arrange carefully for this section of our dealer advertising.

MERCHANDISING THE "HELPS"

The campaign of dealer helps was the feature of a four-page colored insert in the September issue of the *Optometrist*, the Canadian trade paper. A copy of the portfolio of advertising was sent to a select list of our daily and weekly newspapers, together with a request by letter suggesting that the local optometrists and opticians be solicited for newspaper advertising. A letter was also sent in a separate envelope to the dealer two or three days in advance of the mailing of the book itself, and advised the dealer that "Our Contribution Towards Bigger Business" would soon be on the way. This letter, which undertook to sell the dealer on the idea of making use of "Canoko" advertising, was signed personally by Thomas E. Willan, secretary-treasurer of the company, and was sent as first-class mail matter.

The small booklet, "Care of the Eyes," was by long odds the best piece of advertising that we supplied. It was written in a thoroughly understandable way from information and sketches furnished by a well-known authority on the subject. In addition to several pages on eye defects and their remedy it contained two charts for making "home tests" for old sight and near sight. This book bore the dealer's imprint on the front cover and has been ordered in thousands by optometrists and opticians from one end of the country to the other. Whether to charge or not to charge for dealer helps has been a much discussed question for some little time. In this campaign in no case did we charge the dealer the full cost of any piece of advertising matter. On the other hand, in no case did we supply the advertising matter absolutely free. The nearest we came to the latter was in connection with our window and counter cards. A set of six with three oak frames was offered free with each order for a definite amount of goods. In the case of newspaper electros we required payment of the actual cost of the plates, but agreed to refund one-half this amount when furnished with vouchers showing that the advertising had been used in the local paper.

MEETING CRITICISM

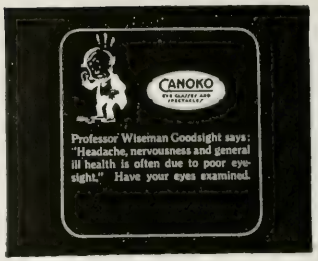
We have been both criticized and commended for our action in charging for our dealer advertising. We have been advised by one magazine of business in particular that a better plan would have been a national campaign in the newspapers paid for in full by ourselves. In the opinion of this magazine it is the only fair way as well as the only sure way of obtaining universal co-operation by the dealer and, as a result of that co-operation, thorough distribution.



"Human interest stuff" to put over a vital message on children's eyes



This Is the Trade Character Who Talks Style and Smartness



—And This One Gives Sage Advice on the Relation of Eyesight to Health

With much of this we heartily agree, and at some time in the future, when we have still better distribution than at present, when we are not constantly increasing production in an attempt to catch up with sales, we hope to put on just such a campaign. In the meantime we are thoroughly satisfied with the results so far achieved in the campaign now under way. After all, proof of the pudding is in the eating thereof, and proof of the value of any advertising campaign is found in the sales and good-will that follow in its wake. In dozens of Canadian daily and weekly newspapers "Canoko" newspaper electros are being run by local optometrists and opticians. Hundreds of window cards and a fair number of movie slides and special newspaper cuts have been supplied to dealers taking and paying for them.

Our book, "Care of the Eyes," is in its third edition and each edition has been larger than the one before. A few thousand printed in the early Summer were exhausted in the first week of the campaign. Orders for these books, instead of coming in at the rate of two hundred to five hundred per dealer, have been requested in lots up to five thousand.

Our advertising and selling policy has been founded largely on the belief that a great undeveloped market existed for optical products, due to the known fact that only a small percentage of the people requiring eyeglasses and spectacles actually had them. The result of careful scientific investigations places this undeveloped market at from eighty to eighty-five per cent. That market is, of course, still largely undeveloped, but we hope the time is not far distant when the Canadian Optical Company, Ltd., can take the leadership in a nation-wide educational campaign that will undertake to teach the men and women of Canada through newspaper publicity the urgent need for greater and more intelligent care of the eyes.

In the meantime we are turning out a quality product. We are making a constant effort to improve on our distribution and above all we are endeavoring to build up a lasting good-will among the optometrists and opticians of Canada. Towards the latter goal we have made a long step forward by putting in the hands of those retail dealers of optical goods a line of advertising matter that is helping them in their every-day work of increasing their sales and profits.

New Accounts for Greig & Ward

Greig & Ward, Inc., Chicago, has secured the advertising accounts of the following: Hysan Manufacturing Company, Chicago, makers of "Bozo—the Cleaner," a new washing compound for domestic and industrial use, for which newspaper schedules are now in preparation. Tallman, Robbins & Company, Chicago, loose-leaf accounting systems; Great Lakes Forge Co., Chicago, trade papers; Industrial Appliance Company, Chicago, flour-milling process; A. E. White & Company, Chicago, cost and auditing systems—yearly schedules. Chicago newspapers. New territory is being added and present newspaper schedules extended in advertising Wizard cigarettes for Bloch Bros. Tobacco Company, Wheeling, W. Va.

Kelley Places Combination Railroad Advertising

The Martin V. Kelley Company, through its Chicago office, is placing the combination advertising of the Union Pacific and Southern Pacific Railways.

Matteson, Fogarty, Jordan Have Three New Accounts

Matteson, Fogarty, Jordan Company, Chicago, is now handling the advertising of the Wm. B. Beily & Company, New Orleans, La., coffee importers and roasters; The Marietta-Stanley Company, Grand Rapids, Mich., toilet preparations, and the Red Seal Serge Company, Chicago, Ill., clothing.

Northern Service Gets Six Accounts

The advertising account of the Lucius Manufacturing Company, Canton, Ohio, has been placed with Northern Advertising Service of that city.

Other accounts recently taken over are: the Elite Manufacturing Company, Ashland, Ohio, makers of Reliable jacks; R. C. Dancer, Wheeling, W. Va., wall paper jobber; The Moock Electric Supply Company, and the Boyer Office Supply Company, of Canton, and the Lake Shore Printing Company, of Sandusky.

Repetti Candy Advertising With Evans & Barnhill

Starting January 1, the advertising of Repetti, Inc., New York, will be handled by Evans & Barnhill. This agency, beginning the first of the year, will also direct the advertising for Therminar, which is made for cleaning purposes.

Marshall Furnace Account With Cramer-Krasselt

The Cramer-Krasselt Co., of Milwaukee, Wis., has obtained the advertising account of the Marshall Furnace Company of Marshall, Mich.

Henri, Hurst & McDonald to Advertise Glidden Nut Butter and Toledo Cooker

The advertising agency of Henri, Hurst & McDonald, Chicago, will soon start a national campaign for the Glidden Nut Butter Co., Cleveland, O. Advertising for the Toledo Cooker Co., Toledo, O., is now being placed by this agency.

Bachler Directs Farquhar-Moon Sales and Advertising

Henry L. Bachler has been made vice-president of the Farquhar-Moon Mfg. Co., Chicago, with the titles of sales manager and advertising manager.

Atlanta Convention Plans Start in January

Following a conference in New York City with officials of the Associated Advertising Clubs of the World, Dave Webb, president of the Atlanta Advertising Club, announces that the national officials of the A. A. C. of W. will hold a meeting in Atlanta during January to lay preliminary plans for the convention in that city in 1921.

According to officials of the Atlanta club the New York Advertising Club has already reserved 100 rooms for the use of delegates, while 150 is set as the minimum for the Chicago delegation. The Milwaukee club, which was defeated for the 1921 convention by Atlanta, states that a large delegation will come from there in an effort to secure the convention for 1922.

Advertising & Selling Has New Managing Editor

Ralph Bevin Smith, for the past year Associate Editor of Advertising & Selling, has been appointed Managing Editor to succeed M. F. Duhamel, who has left the staff to become Director of Sales Promotion for Cohn & Rosenberger, jewelry manufacturers and importers of New York and Providence.

Mr. Smith, who has a wide acquaintance among advertising men, came to Advertising & Selling from the newspaper field. He was graduated from Columbia University in 1917, and was a feature writer on the staff of the New York *Herald*, later on the *Sun*.

Mr. Duhamel was also engaged in newspaper work in New York prior to becoming Managing Editor of Advertising & Selling. He will be located in New York in his new connection.

Letting History and News Inspire Your Copy

Some Advertisers Who Do and Some Who Might Turn to These Sources for Live Ideas

By H. ARTHUR ENGELMAN

IF THERE is one fundamental interest nearly everybody has in common, it is in what other folks do or have done. The hobbies of famous theatrical stars; the anecdotes of celebrities in every walk of life; the stories of the early struggles of captains of industry as well as the scandals of smart society, all get a place in the day's news, the feature sections and the magazines, because these stories of other red-blooded individuals teem with human interest.

This interest of ours in others is primitive. We manifest it in early childhood when the stories of Red Riding Hood or Prince Arthur hold us spellbound. So it is little wonder that many advertisers, by the simple expedient of injecting into their copy the story element, have increased considerably the attention value and pulling power of their campaigns.

MADE EASY BY REALISMS

Stories that ring true, that are associated with the true actions of real, rather than fictitious, characters are likely to prove more effective, especially when those personages also enjoy a definite popularity in the public imagination, as many do. Tales of men like Lincoln, Grant and Roosevelt or of such women as Betsy Ross and Florence Nightingale will always hold the public fancy, as will countless others who have played their parts in shaping the destinies of the world. Incidents of history, therefore, afford almost unlimited possibilities for the copy writer, as do many of the happenings of the day, recorded in the daily press, and can rightly be connected with the advertiser's story, generally to good advantage.

In one of their recent announcements, published in a weekly of national circulation, the Gruen Watchmakers' Guild, of Cincinnati, cleverly capitalized on a popular legend concerning James I, of England.

Under a strikingly executed illustration and caption, "With a Rare Clocke of Goulde a Princess Was Wooed," the copy reads in part:

"In 1623, when James I, of England, sent his 'sweete boyes' to Spain to seek the hand of the Infanta Maria, sister of the Spanish King, they carried with them many costly presents. Notable among the gifts was a rare watch, a masterpiece of the early guild craftsmanship, a clocke of goulde, garnisht on the one side with letters of dyamondes, and on the other side a cross of dyamondes welle garnisht with a pendant of dyamondes. To him who today would woo a princess, the modern Gruen Guild of Watchmakers offers gifts such as even kings could not command. * * *"

The association in this case is particularly happy because the legend itself specifically concerns an article similar to that offered by the advertiser. It is not always that so direct an association can be woven into the advertising story, yet with a little ingenuity both the story element and the merchandising text can be happily correlated.

An example is the recent advertisement for Toledo Scales. In this case the story of Newton's discovery of the Law of Gravity is linked up with the dominant selling feature of Toledo Scales, namely, measurement by the force of gravity. We read: "In England one day, the story goes, a falling apple led young Isaac Newton to the discovery of the Law of Gravity. Two hundred and thirty-three years later other scientists developed the Toledo Pendulum Principle, and the building of the 'first successful pendulum computing scale' applied Newton's law to automatic weighing. Newton's discovery spread knowledge of a great truth—the Toledo invention spread the practical, direct application of that truth to the weighing of the world's commodities. Instead of measuring gravity with springs, which vary with every change of temperature, and alter the use, the Toledo Pendulum Principle relies solely upon Nature's unchanging law. Toledo Scales—No Springs—Honest Weight, *measure gravity with gravity itself*. The great truth which Newton discovered has been common knowledge for many generations. Now almost everybody knows equally well that weight—the pull of gravity—cannot be measured accurately by the ever-changing pull of springs, but only by the ever constant, unchanging pull of gravity itself."

MISSING THE OPPORTUNITY

Another advertiser who has turned to the pages of history for copy inspiration is the manufacturer of "Air-Peds." Here, however, only passing mention is made of an incident that might well have made more interesting reading. As it stands there is a brief, unsubstantiated statement that "It was the Duke of Wellington who emphasized the importance of the care for the feet of the soldier. Our late World War doubled and redoubled this emphasis. Nearly 62 per cent of our recruits had foot trouble. Most of this had been acquired since childhood, for the average man is born with good feet."

Considerably stronger would this copy have been had reference been made to the specific occasion on which the Duke of Wellington expressed himself. At it stands, the copy lacks an essential note of sincerity.

THE HISTORICAL ANGLE

The pages of history fairly teem with events that the advertiser profitably could adapt to his selling messages. It is told that the prime cause of Napoleon's defeat at Waterloo was indigestion brought on by fried potatoes. The exact truthfulness of this is questionable. Nevertheless, it provided the basis for some excellent copy published a year or so ago by the Quaker Oats Company.

William Rowe & Co., Ltd., London, at present are featuring in connection with boys' suits which they advertise, a booklet dealing with the history of the Royal Navy and the Sailor Suit. Such a booklet is almost certain to be carefully read and its distribution should prove to be profitable publicity for this concern.

Perhaps no more interesting razor campaign has been launched than the Durham Duplex advertising featuring the types of razors used by our various presidents, even allowing for the fact that it is a little off the beaten paths of strictly historical copy. More in keeping with historical legendry are the stories of early plantation and log-cabin life that make the Aunt Jemima Pancake Flour advertising so interesting. That Waterman's Ideal Fountain Pen was used in the signing of the Peace

Treaty was at the time heavily advertised, no doubt with excellent results.

Other advertisers may well look to the histories for advertising ideas. Here is a virgin field abounding with live, human interest *motifs*. Consider, for example, the legend of King Alfred and the burned cakes as it might be applied to the advertising of a self-regulating range. The story of Nero playing his violin while Rome burned and its connection with some modern instrument. Even the greatest of all books, the Bible, contains almost innumerable suggestions that might be used in an advertising way without offending the most sensitive. Joseph's coat of many colors, for example, might well provide a copy idea for the manufacturer of popular-priced dyes.

But to cite further is unnecessary. An hour's perusal of history should provide ample inspiration for the jaded copy writer. Let us turn now to the modern aspect—the daily press—for copy inspiration. Nearly every day there occur events which, rightly capitalized, would provide for advertisers striking copy appeals. The news columns of the daily press abound with easily available copy inspirations which might be capitalized to advantage. On what other foundation can we build more timely copy? From what other source can we derive appeals so full of live, human interest? Let us scan the front page of today's paper as an experiment. Here are news items that afford copy suggestions for several advertisers in divers industries. One such item informs us that "Dealers Say Coal Price Is Going Up." The local coal dealer has in such news the best of selling arguments for urging immediate buying. Then, what about the manufacturers of various coal-saving devices—to mention just two distinct industries which could well tie up their copy with such news? On the same page we read news of quite a different nature, but covering a subject with equally live advertising possibilities at least for the promotion of first aid equipment, life insurance, brake lining and the like. "Train Hits Motor; Seven Near Death" reads the headline.

HOOKING UP WITH NEWS

The recent Presidential Conventions were capitalized by more than one advertiser. The Wurlitzer Company, Cincinnati, manufacturers of musical instruments, took advantage of the national interest they aroused when they released special newspaper copy for publication in cities wherein they maintained branch establishments. In this case the announcements featured a line illustration of the Kingston Player-Piano, over which was stripped a halftone photograph of the chosen candidate, with the text "Both are superbly fitted for the White House."

Copy, together with matrices of the seven or eight favorite nominees, were sent to the newspapers in good time. In connection with the same events the Noiseless Typewriter Company took big space with leading newspapers. In this case they were particularly fortunate in having a real news story in connection with the use to which their product was put. The copy ran, "The Only Typewriter Permitted in the Chicago and San Francisco Convention Halls. The Noiseless Typewriter was used not only in the press sections, but even on the speakers' platform! No other typewriter was permitted inside the Convention Halls, where the Noiseless was used by the Associated Press, the International News Service, the United Press and the Universal Service, as well as by the correspondents of the great dailies. The Noiseless Typewriter used at the Conventions were regular stock machines such as you can purchase any day for your own office."

"Put Me Next!"

By Mabel Haughton Collyer

Sadly blinking, I was thinking
Of that dim and distant day
When the modest advertiser
Humbly sang his little lay:
"Do not stick me in some corner
Of your magazine," he plead,
"Put me next to Reading Matter
Where I'm sure of being read!"

Advertising now is rising;
For the artists of today
Make their wages from the pages
Where Big Business has its say.
There is glory in a story,
But the clever author gets
Honest dollars boosting collars,
Chewing gum and cigarettes.

So the blighter of a writer,
Who would fame, not fortune, gain,
Humbly pleads for recognition
As he chants this sad refrain:
"Put a corset down my side line
And a shampoo on my head—
Put me next to Advertising
Where I'm sure of being read!"

Leslie's Weekly.

In another line of industry, the recent visit of H. R. H., the Prince of Wales, to this country was utilized for advertising copy by the Liggett & Myers Company, manufacturers of Fatima cigarettes. In one announcement it was stated: "And at a Dinner to H. R. H., the Prince of Wales. A Fact: Of the many elaborate functions arranged for the Prince of Wales during his recent New York visit, there was one in particular where only the exclusive few of New York society were received. And for this affair the cigarette chosen by the hosts was Fatima."

The recent International Motor Race Sweepstakes furnished copy for the Electric Storage Battery Company, whose copy ran in part, "Victor at Indianapolis. Exide Battery performance at the International Motor Sweepstakes on Memorial Day will be recorded as a perfect score. Seven of the ten cars finishing the 500-mile race, including the winner, used Exide Batteries for ignition."

The manufacturers of Ripolin were able to capitalize on the yacht races. During these events they came out with copy to the effect that "The white enamel used on America's Cup Defender Resolute is the one for you to buy. Ripolin, the clear white enamel, salt or fresh water proof, for interior and exterior surfaces." You can wager that it won attention.

INDUSTRIAL NEWS

But not alone the happenings that are recorded as news in the press furnish copy for the advertiser. A more generally adopted practice among advertisers is to record, as copy, achievements directly connected with their own particular enterprises. To illustrate, the organization methods in vogue at the Armour plants provided the following Dictaphone copy: "Will YOU Profit by the Experience of Armour & Company? Armour & Company of Chicago, one of the largest meat packers in the world, is using 150 Dictaphones in its general office. Large volumes of correspondence can now be handled very quickly." This is typical of the copy style that is very popular with a great many advertisers and rightly so, because it combines with the news element what is virtually a testimonial.

Yes, rightly handled, the pages of ancient history as well as the news columns of the daily press are alive with ideas for the copy writer who will dig below the surface for inspiration.

Dr. John H. Finley Joins New York "Times"

Dr. John H. Finley, noted educator, who for seven years has been Commissioner of Education of the State of New York, has tendered his resignation, effective January 1, 1921, to enter an important advisory and editorial relation with the New York *Times*.

The New York Globe

On November 1st The New York Globe put into operation a rule excluding from its financial advertising columns over $50,000 a year of business which did not conform to the regulation.

The Globe's purpose in eliminating business which might be considered speculative was to protect its readers from the operations of possible frauds through those in the guise of bankers and brokers.

For many years The Globe has refused many thousand dollars' worth of medicinal advertising which other supposedly respectable newspapers accept.

For many years The Globe has been deprived of much food advertising because it has consistently recommended and advocated the use of pure and wholesome food products in place of doubtful articles very widely advertised elsewhere.

The Globe has established many strong individual practices for the protection of its readers. Its readers know it and consequently have far more confidence in the advertising it does print than in what they see advertised elsewhere.

MEMBER A. B. C. **THE NEW YORK GLOBE** 170,000 A DAY

JASON ROGERS, Publisher

The Effectiveness of Small Space

What Some Representative Concerns Have Done on Moderate Campaigns in Local and National Media

By PAUL W. KEARNEY

TODAY, WITH so much extemporaneous and excited talk of "domination" in advertising, one is apt to get the idea that unless his firm resorts immediately to full-page or double-page spreads, disaster awaits at the next inspection of the financial statement.

Not so far back I saw a twenty-page color insert used in a prominent electrical merchandising paper. I ran across a paper from the Southwest not so long ago, either, in which there appeared a thirty-two-page advertisement for a department store. Most of us recall the six-page insert that ran in the *Saturday Evening Post* four or five months ago. These things, while exceptions in themselves, are rather indicative of the modern mania for that "staggering, stupendous" and, one might add, "superfluous" circus-style of advertising which necessitates the buying up of everything in sight.

THE "DOMINATION" MANIA

An agency man of my acquaintance puts a reasonable solution in the thought that "space is comparative—if the largest advertisement in a book is a half-page, then a quarter-page is a pretty attractive ad." Once upon a time a full page attracted attention, for one came upon it unexpectedly and was properly surprised. But today the full page wins no special notice unless its mechanical make-up is exceptionally attractive, while it requires a double-page spread or an extensive insert to pull any reaction at all to the domination scheme.

It is only natural, then, that a man's imagination may become awry when he tries to estimate the possible results of this generosity of white space. On the whole such a demonstration of power and force is rather discouraging to the man who has a modest appropriation and cannot see his way clear to dive headlong into the big swim. And I can't refrain from thinking about the man who is already casting a "dirty look" into the future, seeing nothing but dubious prospects. If, as the experts insist, things are due to slow down perceptibly, what is going to happen to the man who is then unable to use "domination" methods?

The answer is laughably simple. I have no axe to grind with these monumental advertisers who now lean more toward "quarter-book" ads rather than "quarter-page" insertions. They are impelled by their own motives—whatever they may be—so let that pass. The point is that while some men are seeking this elusive thing called "domination," others are successfully following more moderate, rational methods. Other men are still satisfied with small or medium-sized insertions in the newspapers or magazines. And the curious fact is that many of them are just as close to "domination" as anyone can possibly get!

FAMILIAR EXAMPLES

Looking at the newspaper field, first, it is always easy to discover quite a few purely local accounts using small space. In New York there are three splendid examples: Rogers Peet, John David (both clothiers), and Ovington's, a Fifth Avenue gift shop. Long before 80 per cent of our modern advertising men got into the business, I guess, Rogers Peet had started using different size insertions, none bigger than one column. With that charming, friendly humor, topped off with a caricature to fit, they have won their way into the hearts and purses of New York in a most alarming fashion. Four stores in place of just one seems to be a pat answer!

John David adopts still another style. It is somewhat larger in space than the competitive campaign, and does not use humor. A great many of its appeals, strange as it may seem, are directed expressly at women, so as to win their influence in the purchase of men's clothes.

Probably the most spectacular of the three, however, is the Ovington copy. It was about a year ago that they got their first real eye-opener in the small-space question. They opened up a campaign that was scheduled to run in all the New York dailies and one Newark paper for a period of about two months. The size of the insertions varied, but the largest was probably not over a quarter page. Anticipating what they considered the probable results of such a moderate drive, they fortified themselves with a stock of goods calculated to last at least six months.

It is rather alarming to note that in *three weeks* this reserve supply was exhausted! In the two months of the campaign the firm's business was increased 80 per cent; twenty-five new accounts were opened every day; and the proportion of cash business done was increased from 10 per cent of the total sales to 40 per cent!

Not on crashing, full-page blazers—but on two months of small space.

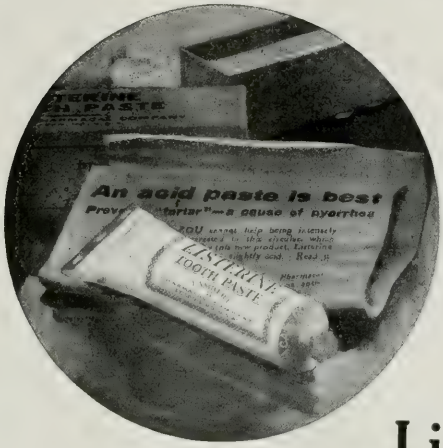
DR. BAER'S SUCCESS

A more recent illustration of the value of small space lies in the campaign of Frank E. Campbell, the New York undertaker. While a story presenting the particulars of this advertising appeared in this paper some time ago, it will not be amiss to say that with four and one-quarter inch, double-column insertions, in the form of flowery essays by Dr. Berthold A. Baer, the "Funeral Church" has become one of the best-known institutions in New York. The number of daily visitors (many from out of town) and the quantities of mail received indicate the real effect of this small campaign. Often an advertisement is run with no firm name or address on it—yet the replies and comments flow in just the same!

For those interested in cold figures, I might say that on the day following the announcement that these essays could be obtained in book form, 500 requests were received. It was soon found necessary to print another edition. On one other occasion 600 people notified Dr. Baer of an error that appeared in a previous day's insertion involving an intimate knowledge of the works of Herbert Spencer and Robert Ingersoll. That's something most of us haven't!

So much for local advertisers in the daily newspapers. Examining the "foreign" field, there are other imposing samples of the judicious use of small space. One consistent advocate of moderate insertions is the Butterick Publishing Company, whose ads run about six inches, double column. I have heard all sorts of favorable comments about them from folks who have been fol-

Collier's
THE NATIONAL WEEKLY
5¢ a copy



Listerine Tooth Paste and Collier's

The Lambert Pharmacal Company has chosen Collier's as the backbone of the national advertising campaign for Listerine Tooth Paste.

Read Collier's

lowing the series. Among the long list of national advertisers who have been converted to this principle are: Tetley's Teas, E & W Collars, Listerated Gum, Noiseless Typewriters, the Dictaphone, and a host of others.

WHAT "CHILDS" FOUND

One of the most effective campaigns in any of the country's newspapers today is the one featuring Childs Restaurants. If we call a six-inch, double-column insertion "small," then this is infantile! The Childs ads are sixty lines, single column—less than four and one-half inches each. It would not be out of the way to inquire scornfully what they expect to do with such "footnotes" in the face of such heavy competition for attention. In one paper where their little insertion appeared I counted ten straight pages of advertising without a word of editorial text.

Yet one of the outstanding features of the results has been the improvement in the quality of patrons now eating at Childs. From the letters received daily it is easy to calculate the difference between the "before" and "after" patronage. I saw one from a prominent Chicago packer; one from the vice-president of one of New York's largest banks; and another from a nationally-known newspaper and magazine publisher—all saying that they had been attracted to Childs by the small-space campaign and that they were agreeably surprised at the food and service they got.

Furthermore, the average check is seventy cents now where it used to be thirty cents. In 1916, the last prewar year, 3,000,000 meals were served in the New York branches alone for the month of October—during last October the number had reached 4,000,000.

So much for the newspapers. In the national magazines there are just as many splendid examples of small-space advertisers who are meeting with success. Off-hand we can name such concerns as the Joseph Dixon Crucible Company, of Jersey City, manufacturers of Dixon's Eldorado Pencils; the Florsheim Shoe Company, Chicago; the American Chicle Company; the Wizard Foot Appliance Company, St. Louis; the Quaker Oats Company; Van Camps, and numerous other well-known national institutions.

These people are using quarter and half-pages in the national weekly and monthly publications with marked success—so marked that some of them have followed this style for years and apparently are so well satisfied that the leading experts in the land find it futile to attempt a change. Perhaps the experts, too, are convinced when they see facts!

Furthermore, they aren't picking "thin" issues of these publications in which to reduce expenses. In one periodical containing an advertisement for Beeman's Gums, an American Chicle product, I counted seventy-three full-page ads, twelve double-page spreads and thirty-one half-page insertions. The point is that the firms I have mentioned (whose judgment we need hardly question) are not afraid of large space competition.

Such confidence based purely on theory might be debatable. But based both on theory and experience, the decision leaves small room for argument. I know of many cases where the idea has been tested in national media and proven sound. One case in particular is the Bramhall-Deane Company, manufacturers of Deane's French Range, a kitchen stove selling for between $800 and $1,000 each. Using space as small as fifty-six lines to as large as a quarter-page in some of the quality papers, this concern has secured the very best possible brand of inquiry at a cost of $1.98. That is mighty inexpensive for a $1,000 product.

Another splendid example, and one which has excited much comment of late, is the Western Electric Company's campaign. It is purely institutional, you will remember, boosting the electrical industry as a whole, so it is impossible to trace exact dollar-and-cents returns. But in the building of good-will, retailer support and dealer confidence, the results are easy to gauge from the volume and caliber of the candid letters of approval received from just these people all over the country.

The particular significance of this fact lies in the truth that there are several other large electrical corporations running full and double-page "domination" campaigns for some time, starting long before the W. E. drive did. Yet this little six or ten-inch, double-column stuff is working wonders.

Small reason, then, why retailers in local fields and manufacturers in both local and national fields resort to small space with satisfaction. Even in the face of tremendous competition, I repeat that consistency and moderation need have no fear for their laurels.

Music Trades Convention in Chicago Next May

Organizations of the music trades have decided to hold their next annual convention at the Congress Hotel, Chicago, during the week of May 9, 1921.

F. H. Johnson Joins Simmons-Boardman

Franklin H. Johnson has joined the sales staff of the Simmons-Boardman Publishing Company, with headquarters in Cleveland, covering the Ohio territory for the *Material Handling Cyclopedia*. Mr. Johnson was formerly with the McGraw-Hill Publishing Company, representing *Chemical and Metallurgical Engineering* in the Ohio territory.

"The Etude" Appoints Emery

The Etude Magazine, of Philadelphia, which is devoted to the interests of music lovers in the homes, has appointed J. F. Emery as their Eastern advertising manager. Mr. Emery was for many years associated with Advertising & Selling and more recently was the advertising manager of the *Red Cross Magazine*.

"Detroit Journal" Personnel Changes

Rex F. Glasson, city editor of the Detroit *Journal*, joined the Detroit *Times* as city editor on November 22. He is succeeded by Arthur B. Ogle. Grove Patterson has appointed two assistant city editors for the *Journal*, in place of the customary one. They are Harold F. Olmstead and Howard Wright. Edward T. Lovelay, of the *Journal*, has also joined the *Times*.

R. S. Davey With Bosch Magneto

R. S. Davey, until recently sales manager of the Bethlehem Motor Truck Company, Bethlehem, Pa., has been appointed manager of the Detroit branch of the Bosch Magneto Corporation.

Allingham Heads New York Royal Sales

D. J. Allingham has been appointed manager of the New York sales department for the Royal Typewriter Company, Inc., succeeding C. W. Knox, who will now be occupied in a special sales capacity for the company.

Oldsmobile Sales Head Joins Reo

P. L. Emerson, until recently general sales manager of the Oldsmobile Company, has joined the sales department of the Reo Motor Car Company, Lansing, Mich.

Remington Phonograph Appoints Advertising Head

Samuel H. Jacobs, recently advertising manager of the *Western Motor Record*, has been appointed advertising manager of the Remington Phonograph Corporation of New York. Plans are being made for co-operative advertising with dealers.

Douglas Shoe Advertising Still Placed Direct—Frank L. Erskine Remains in Charge

Based upon a report published in a bulletin of the Bureau of Advertising of the American Newspaper Publishers' Association, an erroneous statement was made in the November 13 issue of this magazine in regard to the advertising of the W. L. Douglas Shoe Company, Brockton, Mass. The Bureau has since corrected its statement.

Newspaper advertising for Douglas shoes is placed direct, as usual, and as it has been since 1885. Frank L. Erskine, who has been a director of the company since 1902, is still in charge of the advertising department.

Both a Buyers' and a Sellers' Market

We hear a lot these days about deflation—and price readjustment. Experts in all lines are expounding much and wisely, at least much.

They talk of a "buyers' market" OR of a "sellers' market." What we are about to face is "a buyers' AND a sellers' market." IT WILL BE A HUMMER.

With few exceptions stocks of merchandise in dealers' hands are low. Merchants hesitated to restock until sure prices were at a level from which they could resell to consumers.

On the scanty stocks they had many were slow about lowering prices and taking losses on purchases made at nigh prices, in times past.

Consumers displayed a tendency to restrict themselves to necessities while old prices prevailed, AND THE BRAKES WERE CLAMPED ON TRADE.



Actual deflation will be slow. THERE IS A VAST AMOUNT OF MONEY CIRCULATING IN THE LAND.

Commodity requirements are greater than ever before. There has been a great advance in the scale of living.

For months, however, owing to abnormally high prices, an inclination to do without, to wait wherever possible, to make the old thing do a while longer, has prevailed.

THE PRESSURE OF ACTUAL NECESSITY IS NOW COMPELLING ACTION BY BOTH SIDES.

One product after another breaks in price. Some day soon the movement will be general.

PRODUCTION ON A READJUSTED COST BASIS WILL BE RESUMED AT SPEED.

COMPETITION WILL BE MORE KEEN THAN EVER BEFORE.

Trade-marked and branded products will be brought to the attention of the public by AGGRESSIVE AND CONVINCING PUBLICITY that will set NEW STANDARDS in ADVERTISING METHODS and PRACTICES.

It will be a battle-royal in which the fit and meritorious will be victorious, the timid will be side-tracked and forgotten, and the unworthy relegated to the discard.

One method of reaching the public with a message—business, civic or moral — during recent years stands out more clearly and positively than any other,—IT IS THROUGH THE NEWSPAPER.

In this day of business readjustment, in this realignment of values, THE NEWSPAPER, because of its constant readiness, its all-covering reach, its special and immediate availability, its convincing quality, its economy of use, has thoroughly demonstrated to the business world that it is an instrument of tremendous power for accomplishment and result.

We represent in the national advertising field the newspapers shown on the map herewith. They are live, aggressive publications in prosperous cities and sections. We have made it our business TO KNOW THE NEWSPAPERS of these cities, the trade conditions in nearly every line, and with their several and respective promotion departments, trade extension bureaus, business surveys, etc., to RENDER VALUABLE ASSISTANCE, not only in connection with proper publicity in the columns of the newspapers themselves, but in the matter of DISTRIBUTION AND OTHER MERCHANDISING PROBLEMS THAT MAY ARISE.

"We are at your service, any time, anywhere"

The John Budd Company

National Advertising Representatives of Newspapers

9 E. 37th Street NEW YORK	Tribune Building CHICAGO	Chemical Building ST. LOUIS	Healey Building ATLANTA
Examiner Building SAN FRANCISCO	Title Insurance Building LOS ANGELES	Post Intelligencer Building SEATTLE	

George M. Smith, of the New York "Tribune," Dies

George McLeod Smith, managing editor of the New York *Tribune*, and for thirty years identified with New York and Philadelphia newspapers, died at his home on Morningside Heights, New York, November 22, of ptomaine poisoning complicated by heart trouble.

Mr. Smith, who was born in Orange, N. J., fifty-two years ago last July, began his career when he was sixteen years old on a weekly paper in Orange. Following his newspaper work in his home town, he joined the staff of *The Newark Advertiser*, and in 1894 became a member of the staff of the New York *Tribune*. Some years later he joined the New York *Sun*.

In 1900 Mr. Smith went to Philadelphia as managing editor of the Philadelphia *Press*. He returned to New York in 1902 and became night editor of the *Sun* in 1904.

Eight years later, in 1912, Mr. Smith was made managing editor of the *Evening Sun*. He returned to the morning newspaper field in October, 1919, when he became managing editor of the New York *Tribune*.

Two More Southern Business Papers

Two new trade journals are to shortly be published in the Southern field. One of these will be the *Southern Industrial Review*, which will be published at Atlanta as an official organ of the Southern Metal Trades Association. The other will be the *Dixie Borderland Highways Magazine*, to be published at Columbus, Ga.

"Dry Goods Economist" Begins 75th Year

With its November 20th issue, the *Dry Goods Economist*, New York, entered upon its seventy-fifth year. Starting in the Fall of 1846 as the *Dry Goods Reporter and Commercial Glance*, the paper in April, 1852, became the *United States Economist and Dry Goods Reporter*, and under the latter title it continued until October, 1889, when the name—*Dry Goods Economist*—was adopted.

Changes in United Publishers Directorate

At a special meeting of the Board of Directors of the United Publishers Corporation, New York, held November 19, A. C. Pearson was elected treasurer, succeeding W. H. Taylor, and F. J. Frank was elected secretary to succeed A. C. Pearson. C. S. Baur, advertising manager of *The Iron Age*, was elected to membership on the board.

"The American Press" Arrives

The American Press Association, New York, is now publishing monthly under the editorship of Edward Percy Howard, *The American Press*. It combines the former publication for editorial men, called *Pep*, and is described as a newspaper for newspaper men.

New Publication Gives Figures of American Imports

The Bureau of Foreign and Domestic Commerce has just published part 1 of "Trade of the United States With the World, 1918-1919." This bulletin gives statistics covering the imports of merchandise into this country, by countries of origin and principal articles, during the calendar years mentioned in the title. For most of the articles included in the tables, quantities (in addition to values) are given in the customary units or in weight. This new publication, which is expected to prove peculiarly useful to American importers and merchants, is part 1 of Miscellaneous Series No. 106, and may be obtained for 10 cents from any of the district or co-operative offices of the bureau or from the Superintendent of Documents, Government Printing Office, Washington, D. C.

"Washington Square Dealer" Changes Name

"The New York University News" is the new name of the *Washington Square Dealer*, the student newspaper of New York University. The paper was started seven years ago as the organ of the School of Commerce, at Washington Square, but has since extended its service to all departments of the university. Officers have been elected as follows: Ralph N. Hamilton, '22, of Battle Creek, Mich., editor-in-chief; G. Harris Danzberger, '22, of New York City, managing editor; J. Arthur Warner, '21, of New York City, business manager; James E. Cook, '22, of Elizabeth, N. J., advertising manager.

Falcon Steel Appoints Advertising Head

George E. Harris, general manager of sales for the Falcon Steel Company, Niles, Ohio, announces the appointment of Ralph E. Jones as advertising manager. Mr. Jones was formerly in charge of sales promotion. The company is planning a campaign in national and in industrial publications.

Traveling Salesmen Seek Rights

The National Council of Traveling Salesmen's Associations announces that the 500,000 traveling salesmen of the United States are planning to place their grievances before the Federal Government in an effective manner. They want the income tax laws revised so that they will do justice to the traveling salesmen. They contend that being wholesale users of railroad mileage they should receive wholesale rates. They want a man who is versed in selling appointed to the Interstate Commerce Commission.

In order to present a united front they are working through the council, a business body which represents fifteen different organizations of traveling men. Its purpose is to correct wrongs from which traveling men suffer. It will go after hotels, railroads; in fact anybody who unjustly uses its members. The National Council already has to its credit the passage of the absentee voting bill by New York state and the annulment of the Federal brokerage tax. One of its most important plans for the future is to keep a representative at Washington to safeguard the interests of traveling salesmen.

The associations composing the council are: Associated Traveling Salesmen of N. Y., Inc., Boot and Shoe Travelers' Association of N. Y., Boston Shoe Travelers' Association, Carpet and Upholstery Club of Chicago, Commercial Travelers' Lace and Embroidery Association, Eastern and Middle West Travelers' Association, Far Western Travelers' Association, Inc., Garment Salesmen's Association, Inc., League of Associated Hat Men, Inc., Men's Apparel Club of the State of N. Y., Rochester Association of Traveling Shoe Salesmen, Silk Travelers' Association, Inc., Southern Travelers' Association, Inc., Tobacco Salesmen's Association of America, Inc., Upholstery Association of America, Inc.

RECENT BOOKLETS

"A Story of the Tea Plant"

"A Story of the Tea Plant" is the title of an interesting booklet issued by the Salada Tea Company, of Boston. How tea was first discovered, its cultivation and manufacture from that early date to the present time are some of the features concisely treated within its covers.

"Essentials of Trading With Latin America"

A new foreign trade booklet, "Essentials of Trading With Latin America," designed to be of service to those interested in trade with the southern countries, has just been put out by the Guaranty Trust Company of New York. The booklet deals briefly with the problems of language, finance and exchange, credits, transportation, consular requirements, insurance, methods of packing and marking, etc., with which the exporter is confronted, and directs those interested in Latin American trade to sources of information on this growing market.

"The Story of Gasoline"

An attractive booklet telling "The Story of Gasoline" is now being distributed by the Atlantic Refining Company, Philadelphia. It has numerous illustrations in two colors and contains as a concluding chapter a diagnosis of engine troubles.

"Facts Versus Fables"

The House of Kuppenheimer, Chicago, in its booklet, "Facts Versus Fables," with the aid of a considerable number of charts and statistics compiled in May, 1920, aims to give the "facts" about the present cost of good clothing.

Newspaper Express Rate Increased

The Interstate Commerce Commission has approved an express rate increase of half a cent a pound on short haul shipments of daily newspapers.

The former rate was half a cent a pound on daily newspapers. The new rate is one cent a pound where the first-class rate does not exceed $4.50 for one hundred pounds. This increased rate does not apply where wagon delivery and special newspaper trains are used.

Approval also was given for an increase from one cent to one and a half cents in the short haul minimum rate on newspapers other than dailies.

E. D. Cahoon, Riker Store Organizer, Dead

Edward D. Cahoon, one of the organizers and a former president of the Riker Drug Store chain in New York and other cities, died on November 18 in a sanitarium in Battle Creek, Mich., at the age of 54. He began as a clerk in a Riker store and retired some years ago with a large fortune.

Alfred J. Babcock Dead

News from London, England, brings word of the death of Alfred Jerome Babcock, on October 30. Mr. Babcock, who resigned last spring from the presidency of Manning, Maxwell & Moore, New York, had been associated with the firm for thirty years.

Lee Tire Sales Make Good Gain

Net sales of the Lee Tire and Rubber Company in the nine months of this year amounted to $6,204,586, compared with $4,492,189 in 1919, an increase of $1,712,397.

They "Learned About Women From Her"

Mrs. Christine Frederick, Who Teaches Advertisers How to Write Copy in the Feminine Gender, Speaks for Herself

FOR SOME years I have been burdened with the title "Household Efficiency Engineer," and persons who know of my efforts to raise the kitchen sink and lower the H. C. of L. sometimes wonder at my interest in just plain advertising! But I believe that advertising is more powerful than the vote, and I know that if women want more step-saving houses, and more wholesome food, and textiles which are more dependable, they will obtain these desirable ends not by legislation, but by expressing a consumer demand, later to be realized in a nationally advertised product.

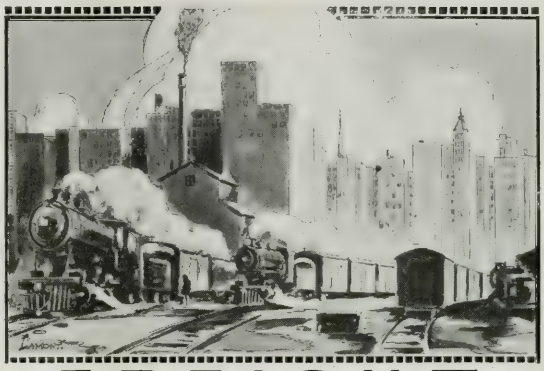
SOME OF THE PROBLEMS

Women all over the country continually write me "Dear Mrs. Frederick, please tell me which is the best vacuum cleaner," or "What do you think of the XX brand of canned goods?" or something or other about a food, an equipment or a product for household use. And by the aid of our files containing over 20,000 names of manufacturers we try and answer their questions! Some woman in Peanutville, for example, wishes to know if a particular dish washer will work, or if I will please plan the menus for her husband, who isn't very strong. And so I, not being sure of, or familiar with, the stores and products of Peanutville, sit down and write her a letter telling her about the advertised, nationally-known device or food which should be helpful to her in this case. I feel that unless I thus put this woman in touch with those products having advertising prestige, I might be betraying her confidence or suggesting that she purchase the inferior, the unrecognized article of exclusively local origin.

And that is how, in a way, my work as a Household Engineer has become interwoven with manufacturers, with advertising, and with agencies handling such accounts. I found that unless I was intimately familiar with both the manufacturer and the advertiser representing him I could not offer my thousands of women readers and correspondents the tested honest and dependable information they seek from me.

Further, in order to have still more exact and reliable information on all products used in the home, I established the Applecroft Experiment Station, where we test everything from linoleum to linen, from canned foods to kitchen cabinets, so that I may be able to give the practical home results of the way the product "stands up" under a six-months' test of use in an average typical family.

While engaged in this work I noticed many advertisements where it seemed to me a quite different appeal and preparation of copy might have been made. I read, for example, copy about the merits of the XX washing machine, which bristled with technical terms and laid emphasis solely on



FREIGHT

Terre Haute manufacturers, located on the main line of five railroads, in the center of distribution and with an inexhaustible coal supply, are in a strong strategic position for meeting advanced freight rates, with their consequent effect upon selling prices.

Terre Haute's freight transportation facilities are unsurpassed by those of any city in the country; 127 freight trains, with 61 freight engines, working in 8-hour shifts, handle 5,310 cars daily, while the combined capacity of its terminals reaches the total of 8,250 cars. In addition, 16 regularly scheduled freight trains make overnight deliveries on its interurban lines.

Terre Haute's outbound freight, exclusive of coal, for the year 1919 amounted to 1,653,799 tons; her total inbound freight for the same year was 1,323,375 tons; during the same period 1,174,721 tons of coal was handled for Terre Haute consumption.

Terre Haute, from every standpoint, offers the progressive manufacturer an ideal location. To the national advertiser she offers a rich and responsive market, which is best reached through the dominating newspaper of this section—THE TERRE HAUTE STAR. The Terre Haute Star, The Muncie Star and The Indianapolis Star compose

The Star League of Indiana

The Greatest Combination of Quality Circulation in Indiana.

Eastern Representative: Kelly-Smith Co., Marbridge Bldg., New York
Western Representative: John Glass, Peoples Gas Bldg., Chicago

ONE OF THE SHAFFER GROUP OF NEWSPAPERS



Mrs. Frederick and "the best material for all copy"

the mechanical features of the machine. But from my experience with women I believe that they would be more greatly influenced by an entirely different "woman's viewpoint," which would also be more helpful to them in using this device. So I approached the agency handling this account, laid out my ideas, and showed why this new, feminine and practical view would make stronger copy. This was the beginning of my work which is now most extensive, that of Woman Consultant to both the manufacturer and the advertiser. Sometimes I write the copy, especially if it be a high-class booklet, or we test and give a report on the product; but most frequently I simply try and find the new talking points which will assist the advertiser and also help the consumer. A case in point is where after a six-months' test of a well-known canned soup I discovered that the product could be used not only as soup but in sauces. This greatly increased the distribution of the product, and it also was a culinary economy for the housewife—the one ultimate person in whom I am, after all, most interested. The entire advertising of that season was written around this one idea which I gave the company and which it is not egotism to say no man copy writer could have evolved at his desk, for it was an idea which came from practical use and test only on the part of a real housewife.

It was just because I have always stood for the Woman's Viewpoint in advertising, and because I saw the broad and peculiar service which the woman copy writer could render, that I founded the League of Advertising Women of New York. This was the first league or association of exclusively advertising women in the country; and I am proud to say that this group of women has wonderfully increased in members and in organization power, under the splendidly able leadership of its president, our own Jane J. Martin, and has stimulated the formation of women's advertising leagues in other cities.

SCHOOLS FOR HOUSEWIVES

"My ambitions?" "My hobbies?" which the editor of Advertising & Selling has urged me to disclose to public view—well, one of my ambitions is to found a real school or forum of household arts, where not only students but married homemakers may go and where they shall have the most practical courses on decorating, textiles, cooking and household labor savers—even a short six weeks' Bride's Course, if you please! And in order that such help might be available to all purses, I would subsidize the forum by prominent advertisers of products which should be well demonstrated and brought to the attention of the women attending such a forum or consulting it for information. I might like to call such a place and school "The Woman's House," where not a product asked about, or a question imagined from corsets to carpets, and from dishwashers to doughnuts, but what could be answered and found at this feminized Bush Terminal! I have two hobbies. One is my hubby, that "J. G." to whose sympathetic help I owe more than can be safely expressed in public print; the other is "just work." Anyway, I do believe I would rather work at advertising and consumer problems than do anything else in the world, unless it is digging clams and arranging beach picnics on our own North Shore, said beach being reached by my own hand at the steering wheel, and said picnic including friends also interested in advertising.

And now, dear Mr. Editor, since you did not ask for "age and previous condition of servitude," or mention of four children, who are the best material for all "copy," I lay my typewriter aside to pick up a letter from some woman in Gulfport, Miss., who asks me to write and tell her mother-in-law not to use kerosene on the furniture!

Briscoe Conducts Localized Campaigns

Waring Sherwood, advertising manager of the Briscoe Motor Corporation, Jackson, Mich., has announced that localized advertising campaigns are planned for the next few weeks in Kansas City, St. Louis, Louisville and Indianapolis. Mr. Sherwood is traveling through these cities to handle the campaign personally. Campaigns have already been put on in Pittsburgh and Chicago.

Dittmer Gear Appoints Sales Engineer

The Dittmer Gear & Manufacturing Corporation, Lockport, N. Y., has made R. H. Bowyer sales engineer of the company.

C. H. Woodruff With Albert Frank & Co.

C. H. Woodruff has become associated with Albert Frank & Company, Chicago office, in charge of service. Mr. Woodruff was formerly chief of copy staff of Poole Brothers, Merchandising Service.

Business Revival With New Year, Sisson Predicts

Bountiful crops, restoration of transportation facilities, increasing efficiency of workers and the liquidation which has been in the foreground of commercial and industrial conditions recently are indications of the absolutely sound fundamental position of the country, Francis H. Sisson, vice-president of the Guaranty Trust Company, told members of the National Industrial Traffic League at the Waldorf-Astoria Hotel, New York, November 18.

"While the readjustment period through which we are passing is necessarily painful, the process is wholesome and beneficial, and, fundamentally, economic conditions in the United States are absolutely sound.

"The crops this year have been bountiful, and so long as our harvests are ample we are sure to have prosperity, for, notwithstanding the fall in the price of grain and cotton, all those directly or indirectly dependent upon agriculture for their livelihood will have tremendous buying power throughout the coming year.

"Our transportation facilities have been vastly improved through increased efficiency under private control, which has been equivalent to adding six hundred thousand freight cars to the railroad service. Such bettering of the transportation service is very vital, for the railroads are the arteries of our economic body and, if we would have credit—the life-blood of commerce—circulate freely and strongly, those arteries must not be permitted to harden or deteriorate.

"Another extremely important factor that is gradually but materially effecting a betterment in our industrial situation is increased efficiency per man among our laborers—since jobs have ceased to seek men and men seeking jobs. The drones are being driven from our industrial bee-hives. As a consequence, we are beginning to increase our production at lower costs, which, as I have pointed out, is absolutely essential to preserve our prosperity and maintain our export trade.

"In view of all these factors, it would seem probable that an improvement in credit conditions, with easier money rates, will mark the early part of 1921, and that a prosperous year, with business on a new and more stable basis, is in prospect. We should plan accordingly for the next twelve months, with vision and courage, vision to see realities and courage to face those realities and act."

Plan to Advertise New Antiseptic

A national advertising campaign is planned by a new company organized in Atlanta with $200,000 capital, for marketing a new non-poisonous antiseptic known as Zonite, which is said to be a concentrated, stabilized form of Dakin's solution, an antiseptic discovered during the war. G. F. Willis, president of International Proprietaries, Inc., is the head of the new corporation and owner of majority of the stock. The advertising campaign planned will include mainly newspapers.

Buying Now for Spring Trade Urged to Keep Up Business

A national movement to prevent business stagnation and encourage employment has been launched by St. Louis merchants and manufacturers, Melville L. Wilkinson, president of the Association of Retailers of St. Louis, announced this week, according to the New York *Tribune*.

The plan was suggested by David May, head of several large department stores, and was adopted at a recent meeting of the local business men. Mr. Wilkinson said he would appoint a committee to enlist the co-operation of business men throughout the country.

Mr. May explained that the plan was to keep factories operating by retailers making immediate purchases for Spring trade. With the factories working employes would have wages to purchase merchandise, thereby benefiting the retailers.

King Heads Aluminum Manufacturers

Warren P. King, vice-president in charge of sales of the Aluminum Manufacturers, Inc., has been made president of the company, succeeding E. E. Allyne, who has severed his connection in order to take the rest prescribed by his physician.

Campaign of Only Woman in Congress Cost $2,940

Miss Alice Robertson, of the Second Oklahoma District, who advertised herself into Congress, as reported in this magazine last week, made expenditures of $2,940 in her campaign, according to a report filed with the clerk of the House of Representatives.

Advertising Adds Addition to Factory

The necessity for building an addition to its factory is attributed by the Carl H. Arwe Manufacturing Company, Brooklyn, N. Y., to a campaign in business papers. The company, which manufactures coffee urns and sugar and fountain bowls, has used publications reaching the hotel, restaurant, institution and soda fountain fields.

"Everybody in Kansas City Reads The Star"

In Greater Kansas City there are:

Telephone Subscribers	**79,985**
Natural Gas Users	**86,250**
Electric Light Users	**95,718**
Water Rent Payers	**82,800**
STAR SUBSCRIBERS	**113,227**

(Average city carrier circulation for October)

The count of Star subscribers in this statement does not include suburban circulation, out-of-town readers, street sales, counter sales, or any circulation except that which is delivered direct to the **homes** of Kansas City people by The Star's **regular** and **exclusive** carriers. The total circulation of The Star, including newsboy and news-stand sales, suburban and out-of-town distribution, averaged during October: morning issue 212,275; evening issue 216,230; Sunday issue 217,196.

THE KANSAS CITY STAR

Chicago Office,
1418 Century Bldg.

New York Office,
2 Rector St.

An American Sales Tax Favored

The happy experience of France and Canada with a sales tax strengthens the belief that its merits are not merely theoretical, but it is a mistake to suppose that they are pioneers in that line. The Canadian Premier is quoted as saying, "The sales tax is a path untrodden by any other country in the world." On April 30, 1862, the New York *Times* said of the sales tax of that year: "Among the numerous propositions for a scheme of finance or taxation which shall produce a revenue equal to the greatly increased expenditures of the Government we have seen none that appears to accomplish this end so fully, and to which so few objections can be urged, as a uniform tax upon transfers, or sales of merchandise."

Then as now business favored it, but Congress was divided in opinion and not happy in execution of the idea presented to it. The bill as enacted included a tax of one-tenth of 1 per cent on gross sales of "goods, wares, merchandise, stocks, bonds and other securities." In 1863 the tax was variously amended, and in 1864, expenditures rising to $35,000,000 above income, an increase on manufactured articles was levied. In 1866 the latter tax was repealed on most articles, and in later years there were changes in the sales tax. The levying of a sales tax on specific articles is familiar. All that is new in the present revival is the making of the tax uniform and universal. There are merits in that simplicity, but also there are objections to levying the tax on farmers or on exchange transactions, the precedents to the contrary notwithstanding. In 1870 the sales tax was repealed, except stamp taxes, as the revenues were then becoming plethoric.

Even more convincing, because more modern, is the experience of the Philippines with its 1 per cent sales tax, levied by wise American administrators. It yielded 14,000,000 pesos, $7,000,000, on turnovers which would yield in this country two billions, if the tax increased in proportion to the volume of trade The tax accomplished this considerable marvel in a comparatively poor and unmercantile country "without a hitch and without a murmur," in the words of Martin R. Bourne, vice-president of the Manila Trading Company, addressing the New York Board of Trade. He further says:

"The Philippines tax rests primarily on the merchants' sales of commodities. It includes a supplementary equivalent tax on common carriers and others, and provides an exemption for farmers, but substantially it is a merchants' tax. Possibly its greatest single advantage from the merchant's viewpoint is its certainty and simplicity. It involves no guesswork. He does not have to figure in graduated profits percentages to know what amount of price loading is necessary to cover the tax. He does not have to wait a year to know the amount of his tax. At the close of business every day we know the amount of our tax for the day's business. We pay it quarterly. We also feel that we are mere collectors. The tax is a recognized item, which is figured in the selling price."

He further testifies that the Philippines sales tax is "tremendously popular with all, and so far as I have heard has never been criticized either by the merchant or the consumer. One never hears of any effort at evasion. In a sense it both collects and pays itself. No one feels that the Government is taking anything from him. He is simply collecting for the Government."

Even if a new sales tax developed imperfections or inconveniences, it would be such a blessed relief from the ills we know of that fault-finding would be softened if not disarmed.—*From the New York Times.*

Advertising Is Helping the Business Readjustment

You probably remember from your geography what the Doldrums are—regions of calm near the equator. Sailing vessels running into this area often drift about helplessly for weeks before a chance breeze carries them out. But the steamship under her own power ploughs steadily through.

American business is passing through the Doldrums, says Stavrum & Schafer's "Viking Ship." Proof that we are getting ahead is unmistakable. The rail situation is clearing, labor is becoming more plentiful—and more efficient, bond issues are being absorbed readily, prices of many raw materials are dropping, credit conditions are mending slightly. Even the retailer is beginning to realize that like the manufacturer and jobber he must swallow the bitter pill of mark-down, clear his shelves of high-priced merchandise, and stock up on the new basis.

Advertising is helping in this readjustment, helping by its inviting appeal to break the "consumers' strike" and by its moral support encouraging the dealer to resume ordering.

Advertising isn't the sole remedy for our present-day troubles—but it does aid powerfully—and farsighted business men are utilizing its force to the fullest to help pull them out of the Doldrums.



Quality?
Quantity?
Practical answers to these questions have been given to you through A. B. C. reports and investigations.

Influence? The answer to this must come from the subscribers. They alone can tell you what the magazine means to them.

W. H. Gannett, Pub., Inc., Augusta, M

WALTER R. JENKINS, Jr., Representative
New York Office: 1628, Aeolian Hall

FRANK H. THO
Chicago Office: 16

Specialty Men For Gross Sales Tax—Fred Mason Re-elected

The American Specialty Manufacturers' Association, at its closing session in Atlantic City, N. J., last week, recommended the immediate repeal of the uneconomic and repressive excess profits tax, and in lieu thereof the enactment of a federal gross sales tax collected from a single source and in percentage amounts adequate to provide the essential revenue.

Following the adoption of resolutions expressing admiration and appreciation of his efficient administration during the past year the association re-elected Fred Mason, president of the Shredded Wheat Company.

All the other officers were re-elected as follows: First vice-president, W. W. Frazier, Jr., Franklin Sugar Refining Company; second vice-president, James M. Hills, Hills Bros. Company; third vice-president, Louis McDavit, Colgate & Co.; treasurer, D. O. Everhard, Ohio Match Company.

The following were elected to the directorate: J. T. Williams, Creamette Company, Minneapolis; R. R. Moore, Diamond Crystal Salt Company, St. Claire, Mich.; J. F. O'Brien, Kellogg Toasted Cornflake Company, Battle Creek, Mich.; Charles Healy, Carnation Milk Products Company, Chicago, Ill.; F. D. Bristley, Royal Baking Powder Company, New York; S. W. Eckman, B. T. Babbitt, Inc., New York; J. G. Gilfillan, Genesee Pure Food Company, Le Roy, N. Y.; Newman Hamlink, Corn Products Refining Company, New York; Wm. L. Sweet, Rumford Chemical Works, Providence, R. I.; S. H. Small, Postum Cereal Company, Battle Creek, Mich.; Geo. H. Carter, D. & L. Slade Company, Boston; R. H. Bond, McCormick & Company, Baltimore.

n subscribers, in a series of
tisements which will appear in
er issues of Advertising and
Selling, will tell in their own
letters what COMFORT
means to them.



Munsey Buys Baltimore "American" and "Star"

General Felix Agnus, the veteran publisher of the Baltimore *American* and the Baltimore *Star*, has sold these newspapers to Frank A. Munsey, owner of the New York *Herald*, *The Sun*, the *Evening Telegram*, the Baltimore *News* and other publications. The papers will pass under Mr. Munsey's control December 1, when, it has been announced, the *Star* will be merged with the *News*. Publication of the *American* will be continued.

The Baltimore *American*, older than the Government of the United States itself, is the second oldest newspaper in America. Among the many distinctions of its illustrious 147 years were the first publication of "The Star Spangled Banner," the publication in advance of any other American newspaper of news of the signing of the preliminary articles of peace in Paris following the American Revolution and exclusive news of the Boston Tea Party. The first woman in journalism was a success in the management of the *American*, and George Washington was the principal advertiser in the newspaper's first issue. The *American* is a morning newspaper.

The *Star*, an evening newspaper, was started by Gen. Agnus in 1908 and is published in the American Building. It was an immediate success.

In his announcement of the sale of the newspapers, General Agnus recounted the history of the *American* in part as follows:

The Baltimore *American* was born August 20, 1773. Up to that time the newspapers of Philadelphia and Annapolis were the sole media of information for Baltimoreans. William Goddard, then editor of the *Pennsylvania Chronicle*, came to Baltimore on a visit in 1773 and was urged to undertake the publication of a paper here, and the same year the first issue of the *Maryland Journal* and *Baltimore Advertiser* appeared.

Mr. Goddard left the paper in the hands of his sister, Mary Goddard, while he traveled north to establish a postal system, which was the germ of the great postal system of today. She continued in control for ten years.

Early in 1795 William Pechin, of Philadelphia, bought the *Journal* and changed its name to the Baltimore *American and Commercial Intelligencer*. In 1799 it became the property of Alex Martin, and on May 11 that year it appeared as the *American*. In 1815 the paper was transferred to a firm of publishers, which continued in control until 1853, when the late C. C. Fulton obtained a controlling interest, and under his management the paper prospered.

When he died, in 1883, Gen. Felix Agnus, his son-in-law, became the publisher, and he has conducted the *American* up to the present time. The *American* took a conspicuous part in the Revolutionary War. During the Civil War it was a Union paper and subsequently always a staunch advocate of the principles of the Republican party.

In the November 22, 1919, issue of Advertising & Selling, Strickland Gillilan related the story of General Agnus' remarkable career. General Agnus is 81 years of age.

Albany Advertising Man Dies in New York

Joseph M. O'Hara, 52, who has been engaged in preparing special advertising issues of the Albany *Evening Journal*, died at the Hotel Commodore, New York, November 20.



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer?

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

Squeezing Full Value Out of the Inquiry

How One Company Is Making the Handling of Inquiries an Exact and Profitable Science

By FRANK L. CHANCE,
Advertising Manager, Holcomb & Hoke Mfg. Company

IN MARKETING specialities you are particularly fortunate if you have a field of prospects that is clearly outlined. Before we started in the business of manufacturing and selling Butter-Kist machines, we were marketing a device that was almost an impossibility as a thing to be sold by direct-by-mail advertising. As a result of our experience, we realize the difficulties that confront some manufacturers in their direct advertising.

GETTING SALABLE INQUIRIES

On account of the nature of our present business we have been able to get very gratifying results from direct advertising, and to secure a comparatively large percentage of sales from advertising. The results are due to the proposition itself, and the co-operation that our salesmen give the advertising department.

In 1919 our salesmen sold 46 out of every 100 machine leads. In other words, 46 per cent of our business was directly traceable to leads. About 27 per cent of the aggregate business from advertising was due to direct-by-mail inquiries.

Our problem in direct advertising has resolved itself to this: Where can we get the greatest number of salable inquiries for the money we have to invest?

And to help solve the problem we have found no better advisers than our own salesmen.

We uncover many new and fertile fields by conferring with our most resourceful and successful salesmen. In addition to this we are constantly analyzing the daily sales sheets for new fields of prospects where we can invest our direct advertising dollars to get the biggest returns for our money. There's a bottom to the advertising purse, and it behooves every advertising man to see that every penny in the purse works overtime. To do this is not a matter of inspiration or genius, but a matter of constant hard work. It means that accurate records must be kept. And these records must be consulted and heeded if you propose to get the most value from your direct mail dollars.

Each advertiser has certain questions that he has to answer for himself. And the answer can be found in the record of results.

SELLING SALESMAN ON INQUIRIES

In getting salable inquiries for our business we have found that big smashes are far more effective than small folders as business producers. I am sure that many have had experience exactly the opposite of this. Some firms have found that a general style maintained in a series of mailing prices increases results. We have to change the physical appearance of each piece to get the best results. I mention these instances simply to show that every advertiser has to work out the thing for himself.

Patient work and careful record keeping will soon point out the best method of securing a maximum of salable inquiries. The problem of turning these inquiries into sales then presents itself.

Where the inquiries are followed up by salesmen I believe there is an opportunity for some mighty good work to be done in selling the inquiries to the men in the field.

In our business we work constantly to sell our advertising to our men. We are always on the lookout for an opportunity to drive home the importance of inquiries. One of our salesmen said not long ago, "When I rip open a fat envelope from the firm I look first for checks —then for inquiries."

As long as we can keep our men in that frame of mind, we can expect good returns from advertising. If you do not attach any great importance to inquiries you can't expect your men to wax enthusiastic about leads. We find that an almost certain way to arouse a sluggish salesman is to wire him a lead.

Experience has taught us that it is good business to wire hot prospects to the men. Last year about 80 per cent of the wired prospects were closed.

SEND THE ORIGINAL INQUIRY

Of course the usual inquiries are mailed to our men with complete information. On every inquiry mailed we attach a slip, giving all the available data regarding the prospect that we have on tap in the office. If possible we give the salesmen the prospect's business, his rating, and the size of the town. We advise the salesman if electric current is available in the town, and go so far as to advise the salesman the exact source of the inquiry. We remind the salesmen that inquiries cost us from $5 to $20 apiece, and ask for co-operation in the shape of a prompt report on the prospect. The salesman receives this report slip attached to the *original inquiry*.

Inquiries may cost you a small fortune, but I am convinced that the *original* inquiry in the hands of the salesman is worth ten times as much as it is in the files.

An original inquiry serves the salesman a three-fold purpose: First it enables the salesman to "size up" the prospect before he calls. It forms the first step in the investigation. And investigation is all important in selling.

An inquiry will tell a shrewd salesman countless things if he reads between the lines.

Second: The original inquiry is a splendid letter of introduction to the prospect.

Third: The inquiry may help the salesman to land another "cold turkey" prospect in the same community if the representative fails to close the man who inquires.

THEN GO ACROSS THE STREET

Our men are coached to regard every inquiry as an opportunity to make a sale. If the man who inquires is not sold, we say, sell his next-door neighbor, or the man across the street, or around the corner.

We maintain that an inquiry is simply the tangible result of one man sizing up the situation in his community and deciding that there is money to be made in the community with our proposition. Now if the inquirer fails to cash in, it is the duty of our salesmen to call the attention of other business men to the opportunity. Our salesmen are

trained to show the inquiry to the competitor as concrete evidence that one merchant has sized up the situation and thought enough of the proposition to investigate, but did not have enough business courage to go ahead with the proposition.

As a result of working every inquiry intensively, one of our star men declared on the convention floor last year that inquiries played an important part in 95 per cent of his sales.

Our continual campaign to get our salesmen to turn each inquiry into a sale has educated each man to place a high value on every inquiry that he receives. This has helped us to get quick action on leads, and has assisted us materially in establishing a good record of closures.

If salesmen have confidence in your advertising they will co-operate. One of the best ways to gain the salesman's confidence is to keep him informed at all times as to the direct advertising that you are doing in his own territory. That is mighty welcome news to a salesman. Advise him in advance as to your general plans—then the day you mail the printed matter, get a letter or a wire to him, telling him exactly what you have done. This will get him to work with you on the class or classes of trade circularized, even before the inquiries start to flow in. And a salesman's efforts can get results from a poor campaign, or his lack of efforts can wreck a good campaign.

SHOW APPRECIATION OF SALESMEN'S WORK

Our experience has proved to us the worth of giving the salesmen who sell the biggest percentage of inquiry business the praise they deserve. We show them that we appreciate their efforts by thanking them with personal notes and letters —congratulating them upon their showing when they visit the office—and above all, by giving them lots o publicity in the white light of ou salesmen's publication. This keep the old men sold on inquiries, and i a great help in selling the new me on the importance of giving im mediate attention to leads. Conse quently it helps us to get the greates possible return from our direct mai advertising.

To sum up our direct advertisin experience, on a proposition sol through salesmen, the net of it is this Consult your salesmen as to the mos productive fields on which to work Keep careful and accurate records o mailings and results, and be guide by the records. And finally, alway bring every possible force to bear i selling the salesman on the importanc of giving immediate attention to in quiries—and educate the salesman t work with the intention of makin every inquiry result in a sale, eithe directly or indirectly.

What Representatives Ought to Know

A Space Buyer Suggests to Space Sellers Ways to Serve the Advertiser

By P. L. THOMSON
Advertising Manager, Western Electric Company.

I SHOULD like to set down a platform on which representatives of publishers and buyers of space should together stand.

Mere size, whether applied to the dimensions of the copy, or the size of the campaign of the advertiser on the one hand, or the number of advertising pages or the number of subscribers carried by the publisher, on the other, does not of itself constitute a measure of permanent and abiding success for either. On the contrary, much large space advertising cannot be justified as economically sound, either because it contributes to make a selling expense which is unreasonably high or because it represents an expenditure of profits unwarranted by the condition of the business.

WHAT LINEAGE MEANS

The mere increase in a periodical's advertising lineage, however much we may credit it as a reflection of the publisher's ability to sell his white space, may, on the other hand, point not to the increased value of the publication as an advertising medium, but to a decreased value per dollar of expenditure.

There is a law of diminishing returns which must apply in the advertising pages which a magazine can carry and retain the reader interest; because, after all, it is reader interest and not white space that you have to sell and we have to buy. Few publishers have seen fit to recognize the working of this principle by limiting the amount of white space they offer for sale. When the subscriber stops reading the advertising pages, either because you've sold too many of them or because we've written poor copy, then the cost of advertising becomes not an economic factor in distribution, but a burden upon it and the public. The interest of the space seller and the interest of the space buyer, therefore, in making the advertising dollar go further is a mutual one. Let's look to it that we're headed in the right direction.

The publishers' interest has seemingly been not to make advertising pay the advertiser, but to corral the greatest possible lineage for himself. It is a healthy thing for both of us that the times are going to force a change.

AFTER THE "ORGY"

We are emerging from an orgy of spending, during which publishers and advertisers alike have followed the false god of mere bigness, as an end in itself, or as a means to dominate their respective fields of work

Advertising campaigns out of a proportion to the merchandisin necessities of the product, or the cos of securing a market, have bee launched with little justification an nearer than the clear blue sky above Institutional Advertising—what sin have been committed in thy name!

In the readjustment which is t come, may I suggest that the repre sentative will best serve his customer as he is able to help them to a mor intelligent interpretation of what should like to call "the personality o their business" to that portion of th public that it is worth while for ther to attempt to reach.

It is my judgment that the highes type of institutional advertising i going to be that which discloses th soul of a corporation rather than it sales—its aims and ideals of service rather than its age and the size of it plant.

It is no new thing for magazin men to be told they must be mor than mere sellers of white space. Yo are already more than that, but, if may venture a prophecy, it is that th successful representative of the fu ture will have his accounts limited t few enough so that he may gain a fa knowledge of the selling and publicit problems of each and thus render service both to advertiser and pub lisher.

Those of us on the buyer's side o the desk always find time for th visitor who comes thus with some con tribution toward the solution of ou larger selling problems—or wh comes to us in that attitude of mind— while the old-style solicitor of whit

space gets a cold hand-shake and smile in the anteroom. It is human nature again, you see, to be on the lookout for the fellow who can help. Remember that making up lists, and, for that matter, studying the relative merits of different media, take up a relatively small proportion of the time of the advertising managers I know.

Rankin Agency Holds Golf Tournament

The Annual Golf Tournament of the Wm. H. Rankin Company was held at Skokie Country Club, Chicago, November 18, with Mr. Rankin as host.

The Foursome headed by Wilbur D. Nesbit took first prize. Low gross score for 18 holes was made by W. S. Nordburg and low net by R. C. Nelson. The high gross prize was won by J. A. Meyer, head of the space buying department. The final in the Twosome contest was won by Wm. H. Rankin and J. D. Driscoll. The low medal score for the day and the championship of the Chicago organization was won by Mr. Rankin. Mr. Nordburg was runner up and it took 28 holes to decide the contest. M. C. Perley, secretary, was elected captain of the best Foursome of the Chicago organization to challenge the best Foursome from the New York organization of the Rankin Company. The next meeting will be held at Oak Park Country Club with H. A. Groth as host.

The Second Annual Convention of the Rankin forces and allied companies will be held in Atlanta next June at the Advertising Convention. Representatives will be present from London, New York, Washington, Chicago, Los Angeles and San Francisco.

From Agency to General Managership

J. D. McCauley, until recently with the John L. Clough Advertising Agency, Indianapolis, has accepted an appointment as general manager of the Cyclone Cleaner Company of that city.

Conducts Investigation for Seeds Agency

An analyzation of the mid-western merchandising field is being made by Earl Mushlitz, the recent annexation of the Russel M. Seeds Agency, Indianapolis. Mushlitz was formerly in an editorial capacity with the Indianapolis *Star*.

Frank H. Sawin Returns to Chicago Agency Field

Frank H. Sawin, for many years secretary and sales manager of the Critchfield Company, Chicago, has become associated with the Matteson-Fogarty-Jordan Company. Two years ago Mr. Sawin left the advertising business to enter the rubber and tire industry.

Montgomery, Ala., Plans National Campaign

The city of Montgomery, Ala., is raising a fund of $100,000 to carry on a national advertising campaign. It is proposed to invest the money in national magazines and trade journals setting forth Montgomery's various advantages. Business men of the city are responding liberally in contributing to the fund. Montgomery is probably the first Southern city to carry on such a campaign.

E. W. Hatch Joins Wm. H. Rankin Co.

E. W. Hatch has resigned as Western manager of the H. E. Lesan Advertising Agency to become associated with the Wm. H. Rankin Company, Chicago. Previously Mr. Hatch was with the J. Walter Thompson Company, of Chicago, as manager of the copy and service department.

E. W. St. George Returns to Lyon Agency

Edward W. St. George, formerly with the Lyon Agency of San Francisco, has returned to that agency as an executive after four months in the South during the illness and death of his wife.

Joins Emerson Beck Knight Agency

Richard Calkins, for several years connected with the display department of the Indianapolis *News*, has joined the Emerson Beck Knight Agency of Indianapolis.

The Knight agency has secured the account of the Grocers' Supply Company, and is planning a national campaign.

Stanley Hirsch, Triangle Service Space Buyer

Triangle Service, Inc., New York, has appointed Stanley Hirsch as treasurer. Mr. Hirsch, for the past eight years, has been on the advertising staff of *Women's Wear*. He will also act in the capacity of space buyer.

Colgate Estate $5,985,163

The estate of Richard M. Colgate, former head of the soap and perfume firm of Colgate & Co., who died in September of last year, has been appraised at $5,985,163. Of this $4,246,587 is in common stock of Colgate & Co., and $100,000 in the preferred stock of that company.

Ask

Luden's Cough Drops

They Know

Luden's find it advisable to suggest their cough drops to the million and a half men and women who read the magazines of the All Fiction Field. And volume-sales are what count with them.

The

ALL FICTION FIELD

"The Field of Greatest Yield"

Published by

Doubleday, Page & Co. **The Ridgway Company**
The Frank A. Munsey Co. **Street & Smith Corporation**

1,520,000 A. B. C. Circulation

Cherchez la Femme—And Sell Automobiles

How the Jordan Motor Car Company Has Been Winning Sales by Appealing to Women

An Authorized Interview with
W. B. RILEY
Sales Manager, Jordan Motor Car Company
By WARD GEDNEY

EARLY next spring, just as in all other springs of these—is it really nearly twenty-five?—years past the fancies of many a young and old man will turn to automobiling. The first breath of a warm wind will blow into feverish activity the great industry of supplying pleasure cars to the American buyer. Long before Boreas quits the field plans for taking care of the spring demand will have been perfected in factory, branch, sales agency and supply station.

HOW ABOUT THE LADIES?

But there's a good deal of questioning about just how pressing this spring demand is going to be in 1921 and a great deal of hoping that the fall demand of 1920 doesn't answer the question. Consequently, the spring is going to see much experimenting with new ways to swell the number of buyers and to turn the fancies of more men toward automobiling.

How about the fancies of more women?

The school of advertisers in the automotive field which stresses the importance of considering the woman in shaping the advertising appeal is not a small one. With varying degrees of frankness a number of prominent manufacturers have concentrated their publicity on the feminine vote, making technical features play second fiddle to "appearances," fittings, "special features," etc. Some have sought the woman buyer by achieving the "quality atmosphere" in their copy.

Among the automobile manufacturers whose selling motto is "*Cherchez la femme*" is the Jordan Motor Car Company, to whose marked success in appealing to women the attention of executives now wrestling with the problem of putting over the spring copy is directed.

Edward S. Jordan, president of the Jordan Motor Car Company, long a student of advertising, believes that the woman is the main factor in the purchase of the better type of automobile. The man pays, he says, but the woman chooses, and the automobile manufacturer who does not remember this and keep the woman's point of view in mind all the time might just as well be making wheelbarrows. He must look at everything on his car that shows through the eyes of the woman who is some day going to tell her husband to buy it.

WOMEN LOVE DISTINCTION

A woman loves distinction and hates the commonplace. Her home, her clothes, the places she goes, the people she associates with, all reflect something of herself. She likes to be different—not different enough to be freakish, but just enough to be distinctive.

So when it comes to the automobile she is going to ride in, the car in which her friends are going to see her pass down the avenue, she is going to have something in which she can take genuine pride.

Many months ago, when men long associated with the automotive industry were preparing for the back swing of the pendulum from the excessive buying of motor cars to normal buying, Mr. Jordan, with his usual foresight, was one of those who not only anticipated a slowed-down selling condition in the summer and early fall months but laid plans carefully and methodically to meet this condition.

The company was already carrying on a very extensive newspaper campaign covering all the important centers of the country and a national campaign confined to color space in such mediums as the *Saturday Evening Post*, the *Literary Digest*, the *American Magazine*, etc.

The plus effort was put on top of this. It consisted of a special campaign of eight full page and several five-column advertisements running in the leading newspapers of the country throughout the hot months of summer. Its copy was written for women—and attracted attention from everybody.

Part of this summer campaign was built around the Jordan "Playboy"—a roadster type of strikingly attractive lines. Listen to this and you will know why the "Playboy" "got across":

The Jordan Playboy is ready.

A spirited companion for a wonderful girl and a wonderful boy.

It's a shame to call it a road-ster, so full is this brawny, graceful thing with the vigor of boyhood and morning.

It carries two passengers—three if they're friendly—to a place you have always longed to go.

It revels along with the wandering wind and roars like a Caproni biplane.

It's a car for a man's man—that's certain.

Or a girl who loves the out-of-doors.

It's true—there's something of the tang of that rare old English ale that was brewed from the smiles of youth and old boxing gloves. How did we happen to think of it?

Why a girl who can swim and paddle and shoot described it to a boy who loves the roar of the cut-out.

We built one and slipped away from the quiet zone.

And stepped on it.

And the dogs barked—and boys stopped to cheer.

And people we passed stopped and looked back—and we were boys again.

The Playboy is built in limited numbers—frankly because we love to do it.

Some people would call that "slap-me-on-the-wrist" copy. Perhaps some men did, though all with whom I talked told me that it was the first automobile copy that they had seen in a long while that really "got under the skin." But it sold the Playboy to the woman reader. There's no question about that.

The Jordan booklet for prospect consumption is crammed full of this kind of copy and in other respects, too, is aimed directly at the woman. The cuts are not technical cross sections but silhouettes of the different Jordan models done in cream on black, silver-framed backgrounds and little color sketches featuring figures of women stepping into or out of Jordans or driving Jordans. Its foreword preaches from the text, "Economy with distinction," and never was there text better suited to express what every woman wants when she goes shopping, or sends friend husband to do the shopping. The frontispiece is not a car at all but a rich color reproduction of an oil painting showing an interior vista

th beautiful, tasteful furnishings
d a woman in white negligee in the
reground seated at a table with her
ck to the reader examining things
gold and precious stones flowing
t of a feminine treasure casket.
e strange caption of this "atmos-
ere builder" is:

Old money—old treasures—a love for
ngs that really count—old ideals—old
asures—good taste without display and
udgment that is rare—that's Experience.
Cherchez la femme! It's a good
ling thought for the automobile
nufacturer who knows how to
ry through.

rl Reiss Succeeds Donald Douglas at Perry, Dame & Co.

Donald A. Douglas, director of sales and
ertising for Perry, Dame & Co., the
ndard Mail Order House, New York,
resigned his position and has departed
the South. Carl Reiss, who has been
dling Mr. Douglas' work during his
in Europe, has been appointed to suc-
d him.

George Batten Co. Secures Cotton Account

The George Batten Co., New York, has
ured the account of B. B. & R. Knight,
., of New York. Plans are being
de to advertise "Fruit of the Loom"
ton.

L. Bamberger & Co. Uses Whole "Roto" Section

As part of the Newark *Evening News*
November 23, L. Bamberger & Co.,
wark, N. J., department store, issued a
r-page rotogravure section, the first that
paper has ever had. The section de-
ted sixty-four separate gift articles,
resenting the best merchandise from
y departments of the store.

Art Helfant Locates

Art Helfant, comic advertising cartoon-
on December 1 will move his office
m 37 East 28th street to 1133 Broadway,
w York.

McLain-Hadden-Simpers Co. Gets Locoming Motors Account

Locoming Motors Corporation, Williams-
t, Pa., manufacturer of four-cylinder
tors, has placed its advertising in charge
McLain-Hadden-Simpers Co., Phila-
phia.

ller Directs Timken Bearing Advertising

Advertising for the Timken Roller Bear-
Company, Canton, O., is now being
ted by the Charles H. Fuller Co., Chi-
o. Advertising for Timken-Detroit
es will remain in charge of Fuller &
ith, Cleveland, O.

Dorland Places Canned Heat Advertising

The J. Dorland Advertising Agency,
w York, is placing advertising for the
eroz" canned heat of the Basic Prod-
s Company, New York.

es Advertises "Indian" Motorcycles

The J. D. Bates Advertising Agency of
ingfield, Mass., is now handling the ad-
tising for the Hendee Manufacturing
npany, builders of Indian motorcycles
bicycles in that city.

Motor Truck Sales Managers Elect

The National Association of Motor Truck Sales Managers at its annual meeting held in Detroit last week elected the following directors: A. C. Burch, vice-president, Clyde Car Company; William Ackerman, Standard Motor Truck Company; E. D. Hand, vice-president, J. C. Wilson & Company; A. E. Schaefer, sales manager, Gramm-Bernstein Motor Truck Company; E. T. Herbig, secretary and treasurer, National Association of Motor Truck Sales Managers; Homer Hilton, sales and advertising manager, Oshkosh Motor Truck Manufacturing Company; J. E. Tracy, president, National Association of Motor Truck Sales Managers; H. T. Boulden, vice-president, Selden Truck Corporation and vice-president of the association, and W. A. Clare, assistant secretary, Atterbury Motor Car Company.

These directors in turn elected H. T. Boulden, president, E. T. Herbig, vice-president and A. E. Schaefer, secretary and treasurer.

Albert Frank Obtains Investment Bankers' Account

Cassatt & Co., Philadelphia investment bankers, have placed their advertising account with Albert Frank & Company, New York. National magazines and a selected list of Eastern newspapers will be used, beginning the first of the year.

Textile and Allied Industries to Meet Dec. 1

A meeting of the Textile and Allied Associations, numbering twenty organizations in all, will meet at the Waldorf-Astoria Hotel, New York, December 1, at 2 P. M. It is expected that a national bureau, representing textile organizations, will be formed to overcome the difficulties arising from the cancellation or other breach of contracts between buyer and seller.

WHAT DOES "JOBBER INFLUENCE" OF A NEWSPAPER MEAN?



The Jobber Listens When You Tell Him About *His* Paper

Many advertising men have the wrong impression of the method shoes are distributed in this country. They believe that the shoe sales are largely controlled by factory stores or factory representatives. This is true in the larger cities. But out in the smaller towns shoes are largely bought through wholesalers. The shoe trade in the smaller towns in a peculiar egg-shaped section in the Central West, is "jobbed" from Indianapolis. And the two Indianapolis shoe wholesalers traveling sixteen men over this territory are influenced more by The Indianapolis News in their purchases than by any other paper.

You'll be interested in the new booklet, "Seven Studies In Distribution". Send for it.

The Indianapolis News

First in America in National Advertising 6 Days a Week

New York Office
DAN A. CARROLL
Tribune Building

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg.

USE NEWSPAPERS ON A THREE-YEAR BASIS

The Paper Situation and the Outlook

What an Expert Believes We May Hope From the Newsprint Future

By E. S. KELLOGG
Secretary News Print Service Bureau

THE present paper situation is world-wide. Publishers in this country who complain of an insufficient supply of news print have an abundance beyond the dreams of publishers in many other parts of the world. Clippings from the New York City papers of the same recent date are to the effect that:

Large printing establishments in all parts of Germany have suspended and the leading newspapers have reduced their staffs by one-half. Manufacturers of paper have notified the publishers that an additional increase in price is about to go into effect that will make paper cost sixteen times as much as it did before the war.

The cost of paper in Italy is from $35.00 to $40.00 per 100 lbs. or ten times as much as formerly, and three times what it was last March. A royal decree has just doubled the sale price of daily newspapers and periodicals.

Leading English publishers are increasing their prices and complaining that no paper is coming from the United States and not nearly enough pulp from Canada, so that they are dependent upon Scandinavia and Finland.

Similar complaints come from other quarters and publishers in Australia say that they are faced with extinction because they cannot get the paper they need at any price.

THE RISE IN CONSUMPTION

Yet there is no shortage of production in North America. In fact, production on this continent is at much the highest point ever known.

The consumption of news print paper in the United States has gone far beyond the limits that would once have been predicted by the most enthusiastic advocate of the newspaper as a source of popular information and education. In 1880 we were able to get along with three pounds per capita of news print paper. By 1894 our requirements had increased threefold to nine pounds and twenty-five years later, or in 1919, the consumption of news print paper per capita in the United States was thirty-three pounds, or more than ten times what it was thirty-nine years earlier. At the present rate the consumption in 1920 will be thirty-five pounds per capita.

The average circulation of the daily newspapers in the United States is over 28,000,000 copies, or one for every family in the country, and a large proportion of these papers are not small ones, either. There are over sixty newspapers with a daily circulation of 100,000 copies or more each, and for the past twelve months these papers have averaged twenty-three pages on week days, with seventy-nine pages in those publishing Sunday editions. It is most truly a Paper Age, and in the United States at least, a Newspaper Age.

The production of news print paper in the United States and Canada is a common industry with common markets. The total output last year was 2,183,000 tons and 92 per cent of this total is classified as standard news such as is used by the daily papers. In the form of sheet last year's production of news print in North America would cover 10,000,000 acres or belt the earth fifty miles wide. In the form of a standard seventy-three-inch roll it would unwind 13,000,000 miles or little more than seven years' output at the same rate would reach from the earth to the sun.

SITUATION AT THE MILLS

The annual increase in production figured on a compound interest basis has averaged 6 per cent for the last fifteen years. In 1904 the production in the United States was 913,000 tons and practically none in Canada. In 1913 the production in the United States slightly passed 1,300,000 tons and that in Canada amounted to 350,000 tons. Since 1913 there has been little increase in the United States output, but a steadily ascending production in Canada, which in 1919 passed 800,000 tons, while the production in the United States amounted to 1,375,000 tons.

Of the total of 1,800,000 tons of news print produced in the United States and Canada during the first nine months of this year about 70,000 tons came from machines not running on news print during the corresponding period of 1919. In other words, the great demand for paper and high prices offered in the spot market made it profitable for the owners of these machines to transfer them temporarily from their normal operations of making wrapping, tissue and other papers to the manufacture of news print. When the demand slackens these machines will go back to their normal product but it looks now as if the paper they are making, together with the increase in the output of regular news print mills,

High Grade Salesmen Wanted

to sell subscriptions for a well-established business publication. The type of man we want must make a good appearance and be able to talk intelligently to the heads of big businesses. Straight commission, but please do not apply unless you feel you are worth at a minimum $7500.00 a year.

□

Publisher, Box 285
c/o Advertising & Selling

which amounts to about 8 per cent over last year, would carry the total 1920 production to nearly 2,400,000 tons.

For the last fifteen months the newspapers and trade journals have devoted much space to the discussion of the so-called shortage in news print supply, but it has been due entirely to greatly increased consumption. The mills have been producing more news print than ever before in history and the stringency in the market has come about through the efforts of the publishers to use more paper than has been produced. This, of course, has been caused by the tremendous increase in advertising, while there is less than 2 per cent decrease in circulation from the high levels reached in the time of great demand for news during the war. For the six months' period ending March 31, 1920, newspaper circulation increased 5 per cent over the preceding six months.

Newspaper advertising in the eighteen leading cities was 40 per cent greater in 1919 than in 1918, and during the first nine months of 1920 it was 19 per cent more than in the same period of 1919.

CHEAP WHITE PAPER GONE FOREVER

Notwithstanding the increase of 185,000 tons in news print production in 1919 over 1918, new machines to come into operation in 1920 should turn out 40,000 tons of paper and four of them with a daily capacity of 200 tons are already running. The total capacity of the machines scheduled for installation in the United States and Canada in 1920 and 1921 amounts to 1,200 tons of paper daily. The machinery manufacturers are filled with orders for many months ahead and if the plans now actually under way are consummated, as most of them are certain to be, there should be an ample supply to take care of the requirements of the publishers if it is used in any reasonable fashion whatever.

But the day of cheap white paper is gone forever. The labor cost per ton of paper manufactured is now nearly three times what it was in 1913. The cost of wood per cord is about two and one-half times what it was seven years ago and the cost of paper making machines has increased in equal amount. Coal is costing the mills from two to three times what it did in 1913 and it takes a ton of coal for every ton of news print manufactured. There is no reason to think that there will be a substantial decrease in these costs any time in the future. In the last analysis the problem of the paper supply is the problem of the timber, for the manufacture of paper is but one of the many methods of forest utilization and the total demand for timber for other purposes exceeds many times that for the manufacture of paper.

FOR A FOREST POLICY

No method of Government control for the manufacturing industry nor for the publishing industry offers a panacea for the situation that the publishers are complaining about. Legislative cures for economic ills have never proved efficacious although many times advocated by quack specialists. Publishers themselves have it entirely within their power to make reasonable use of the available supply of news print and they are taking steps to do so. The manufacturers of paper are increasing their facilities fully as much as conditions warrant the investment of new capital in hazardous enterprises. The public at last is beginning to show some signs that it may be willing to get behind a real national forest policy which will eventually give us an adequate and permanent timber supply. The right solution of the problem can come through no other means than these.

Address delivered at a recent Group Meeting of the National Association of Advertising Specialty Manufacturers.

WHAT BOYS WANT



is very emphatically made known during the weeks preceding Christmas.

The tremendous response to their special holiday announcements has led more and more advertisers to profitably exploit the Boy-field *throughout the year*, with increasing success.

As a result many 1920 issues of THE BOYS' WORLD, including December, carried their maximum of advertising space. Our immense circulation (nearly equaling the combined total of all other Boys' papers) literally doubles the effectiveness of any campaign in this field where the Boy's buying-influence in the home counts for so much.

THE BOYS' WORLD

David C. Cook Publishing Co., Elgin, Ill.

WESLEY E. FARMILOE, Advertising Manager

Edward P. Boyce, 95 Madison Ave., New York
Chas. H. Shattuck, People's Gas Building, Chicago
Sam Dennis, Globe-Democrat Building, St. Louis

COOK'S WEEKLY TRIO: A MILLION BOYS AND GIRLS

THE BOYS' WORLD THE GIRLS' COMPANION YOUNG PEOPLE'S WEEKLY

EXPORT ADVERTISING and SELLING

A Department of Foreign Trade Extension Service
Under the Direction of
CYRIL H. TRIBE

Advertising and Our Export Future

"Rightly Directed Advertising in Sufficient Volume" Our Best Asset in Foreign Trade

By JAMES CARSEN
Chairman, Pan-American Division, A. A. C. W.

IT is the belief of a number of prominent manufacturers, merchants, exporters and publishers of the United States that rightly directed advertising throughout Latin-America will be one of the most important factors in the fight which will have to be made by us to maintain the trade supremacy which came to us in a large measure through the accident of the war. Although most of Europe is at this date still in a deplorable economic state, signs of reviving competition are not lacking. The very high premium on the American dollar in nearly all of these markets in a measure neutralizes our advantage over Europe in productive capacity, raw material, money resources, labor supply and shipping facilities. Unless we fight, and fight hard, to maintain the great lead we have acquired in Latin-American trade since 1914, we shall again find ourselves crowded uncomfortably. In this trade war, for it will be such, *scientific advertising* in all that term implies, including proper distribution and efficient marketing methods, will be one of America's most powerful weapons.

EUROPE'S LEAD

Europe has been in the exporting business for a century. She has learned the technique of the game from the hardest of teachers and best of schools—experience. America is an apt pupil and will learn quickly and benefit by Europe's experience, but not until the country in general and the mercantile community in particular fully comprehends the importance of foreign trade to our domestic well being. Only the quickening stings of economic necessity will bring this home to the many. Advertising can be of the greatest help.

An inventory of Europe's advantages over us in Latin-American fields includes the following resources: (1) Preponderance of invested capital; (2) better banking facilities; (3) cheaper and more extensive transportation means; (4) more efficiently trained salesmen; (5) ability and willingness to manufacture according to the specifications of the particular markets; (6) generally lower prices.

Our liabilities would, of course, l the converse of the above and in o resource column might be listed: (Advanced advertising methods; (2 initiative; (3) plant capacity a quantity production; (4) money; (5 willingness to learn.

ADVERTISING BEST RESOURC

To those who have thoug the matter out it is not exaggeration to say th *rightly directed advertisi in sufficient volume* may made one of the most val able of our resources in o trade efforts in those southe fields. It is the one phase this coming sales campaig in which the United Stat far outdistances her Eur pean rivals. They have nev even approximated us in t efficient use of advertising an adjunct to scientific me chandising. The Germa and to a lesser extent t British and the French, ha depended upon the perso contact of the trained sale man who has travele through the various countri well equipped with languag a knowledge of the people, the wants and their peculiarities, and a extensive line of samples.

The war thrust the United Stat to first place in this trade race. T ubiquitous German salesman w early knocked out of the game, a the British and French traveler al later disappeared. Two years aft the armistice we still hold first plac Our banking facilities have been im proved; we have a greater numb of ships carrying our own good

Mr. Carsen's Message

SPEAKING before a representative gathering of members and their friends at the annual meeting of the Pan-American Division of the Associated Advertising Clubs of the World, Mr. James Carsen, newly elected chairman of the Division, clearly outlined the obstacles that must be overcome in the course of successful American foreign trade expansion in Latin-America.

What Mr. Carsen introduced as essentials are not alone confined to Latin-American fields, but should be observed minutely in our relations with every foreign country.

Mr. Carsen succeeds as Chairman of the Division the Hon. John Barrett, former Director-General of the Pan-American Union in Washington. Mr. Barrett is credited with having accomplished more in the interests of United States enterprise with our neighbors in the South than any other American.

THE EDITOR.

more of our salesmen are traveling through the territory, speaking the anguage of the people, and we have made some little progress in bowing to the dictum that we must manufacture for the special requirements of the trade. Whether we are right yet, nsofar as prices are concerned, remains to be seen. We know that, with the exception of Mexico and Cuba, we are yet far off on the proposition of investments, but with the gains we have made in the other of the six points mentioned in the list of Europe's resources we will always continue to hold the whip hand if we utilize to the fullest the possibilities of advertising. We are pioneers and past masters in this phase of merchandising. If Europe is ten years behind us in this respect, the Latin-American countries, with four possible exceptions, are thirty years in the rear. We are not utilizing this great advantage possessed by us though the machinery is at hand with which to do so.

THE TRUTH DOCTRINE

We should teach and preach, and practice, more especially in Latin-America than in any other part of the world, the doctrine that truth in advertising is of the supremest importance. This is so because for twenty years our European rivals have painted a picture which is flashed in the Latin-American mind by the two words "Yankee Bluff." For the German, Frenchman, Italian, Spaniard, and even our English cousin, his has been a favorite and all-embracing weapon which has been worked unceasingly and unfairly to the disadvantage of the United States merchant. The war helped to stamp out a part of this, but American advertising can totally erase the prejudiced concept if it is remembered that while advertising is one of the biggest business getters, yet, if carelessly used, it can do more harm than almost any other feature of selling. We should weigh every word in our messages to the Latin-Americans and thus be fair to them as well as ourselves. In that way we will reach the great goal, which is to establish "confidence." Our British rivals have won in this to the extent that when one Latin-American wishes to impress another with the truth and seriousness of his proposition or promise he says "palabra inglesa" (the word of an Englishman). May the time come when he can repeat "palabra americana."

Confidence is the one thing which our foreign trade needs more than anything else at this time, and inas-



Where Accuracy Meant Victory



Accurate maps are as necessary in the business office as on the battlefield.

Business executives continually rely on RAND McNALLY MAPS as an effective means of simplifying their sales and traffic problems.

RAND McNALLY MAPS are made in all sizes to fit into the needs of any kind of business, from the largest corporation to the one-man concern. The smallest as well as the biggest map maintains the RAND McNALLY standards of accuracy, completeness and durability.

Hundreds of sales managers have told us why RAND McNALLY MAPS are an invaluable aid in getting the best results out of the territory. The experience of these men is presented in the three following booklets. They will suggest many helpful selling ideas to every man in business.

Write for one of these booklets:

"The World at Your Finger Tips"
"Getting the Most Out of Wholesale Markets"
"The Banker's Right Hand Man"

Generals gathered at Staff Headquarters planning a campaign. The fate of men and nations dependent on the accuracy of a map. Here, if ever, a sure test! The result is history.

RAND McNALLY maps have never rendered more valiant, more vital service than in The World War.

Pershing chose them because of their accuracy, simplicity and quick readability. For the same reasons, they were used by practically every other nation in the war.

There was nothing accidental about this success. It is unusual only in the gravity of the circumstances. RAND McNALLY Maps and Atlases are accurate because we make very definite and sincere efforts to keep them so.

You may never plan a battle or lead a company to the attack. Yet somewhere—*some time*—you will have need of an accurate map.

Think, then, of RAND McNALLY and the tremendous scope of its business. Practically every conceivable kind of map for every conceivable purpose is made here at Map Headquarters.

Political maps, Biblical maps, physical maps, climatic maps, historical maps, classical maps, language maps, globes, atlases and Map Systems—these are just a few of the classifications of more than 6000 different *kinds* of RAND McNALLY maps and atlases.

All of them—each and every one of them—is as accurate and as up-to-the-minute as it is possible for a map to be. RAND McNALLY has thousands of correspondents in all parts of the world—checking up—seeing to it that not even the least of the world's changes is overlooked.

When you buy a map, buy a good map—a map you can depend on—a RAND McNALLY!

RAND McNALLY & COMPANY
Map Headquarters
536 S. CLARK STREET, CHICAGO 42 E. 22ND STREET, NEW YORK

Write to us on your letterhead for one of the above booklets

much as advertising can be one of the most important links between our producers and the customer in the southern republics, it must be used intelligently and persistently. Buyers in these far-off lands are sitting in judgment upon us. Whole countries are forming their concepts of American business men and ethics. Do you not see the tremendous part advertising can play in all this? One advertisement which gives a wrong idea can do more harm than a dozen can correct.

THE NEW LATIN-AMERICA

We must realize that the Americas, both North and South, have come to take on a new significance since the great war. Europe is looking to us as the only hope, and in extending to her succor in the form of food, money, raw materials and moral support, Latin-America, along with the United States, has been thrust into a position of leadership in world affairs which will mean much in commercial importance to our section of the world.

Remember also that Mexico, the jewel in Latin-America's crown, has at last witnessed the arrival of the longed-for day of peace. I have expressed my views on Mexico a score of times from many platforms and after many luncheons. After ten years of struggle it appears that the right men have finally been forced to the surface. I believe that under their guidance an era of prosperity will ensue in that very rich country such as never has been witnessed in the hundred years of its history. These things all mean a growth of Latin-American trade, which will make the two billion dollar total of today, now seemingly so large, small indeed to what will be recorded ten years hence if we, the advertising men interested in that part of the world, utilize to the fullest extent the power which is in our hands.

You and I are engaged in the most wonderful business of modern times. There is no power in the world that excels publicity. We have not yet begun to show how the world can be affected by right and broad advertising methods. Let us make the beginning. Let us wake up all of the interested elements to the real splendor of the future of this force. It is even our work to help make the government see our vision. The time is now here when besides selling goods we must sell ideas.

Advertises a Liquid Antiphlogistic

Steinger Clark and Associated Artists, Kansas City, Mo., are advertising Tholo, a liquid antiphlogistic, made by the Tholo Chemical Company in that city.

Helping the Retailer

1921 Will Be the Time to Cement Dealer Relationships

By GLENN GRISWOLD

MANUFACTURERS have many problems to solve—inventories, wages, trade conditions, sales force and consumer demand.

The key to this situation, now more than ever, is the retail dealer.

The manufacturer, the salesman or the man who works in the factory cannot prosper or go ahead unless the retail dealer sells the manufactured goods.

Therefore it behooves every manufacturer to plan more systematically than ever to help the retail business and get the consumer back in the frame of mind to buy. One of America's leading manufacturing concerns, which has built its business very largely because of the co-operation and the help it has given in every way to the retailers who sell its goods—Hart Schaffner & Marx—is setting an example worthy of emulation by other manufacturers whose inventories are large and whose dealers are stocked.

Hart Schaffner & Marx persuaded their dealers to exert their full powers of salesmanship to sell goods at a time when other dealers spent their time grumbling about business conditions, poor sales and bad weather.

Hart Schaffner & Marx advertised bigger and better than ever before in their history—3-column ads, 6-column ads and full pages—all with only one idea in view, and that was to get a larger percentage of present business for their retailers. This institution did not wait for cold weather—it advertised winter suits in September and October, when we still had summer weather. This made the dealers feel that if Hart Schaffner & Marx could afford to advertise to help them sell clothes in a backward season, the least they could do was to meet the advertising half way and make every attempt to cash in on this wonderful and unprecedented newspaper advertising campaign.

What is the result? Hart Schaffner & Marx are in better condition today and have a smaller inventory than they had a year ago—and their dealers' stocks are below normal.

Such is the power of advertising when you do it judiciously and at a time when your competitors are waiting for conditions to improve!

Nineteen twenty-one is going to be the test year for many large manufacturers. Many may retrench in nearly every department, but there is one department of any business today that should be expanded—in 1921—and that is the advertising department. The retail dealers will appreciate advertising help now—especially local newspaper advertising—more than any year during the past ten. Local newspaper advertising will be the card of introduction and the key to more new orders for 1921 than any other means. And rightfully so. Nineteen twenty-one will be the time to cement dealer relationships, and those manufactures who send their salesmen out to sell goods without an adequate plan in definite form to help that dealer sell the consumer might as well keep their salesmen off the road—they will not sell enough goods to pay their railroad fare.

* * * * *

But beware of the flash in the pan—three months out of twelve advertising campaign! Dealers are wise and know that many of those campaigns succeeded in the past because of oversold condition, but will not do so now.

Twelve months' advertising, in season and out, insures successful retail sales for the retailer. Manufacturers like Hart Schaffner & Marx know this to be true, and as a result are building their plans in that direction instead of advertising three months in spring and three months in the fall.

The department stores know the value of all-the-year advertising—and when business is dull then they redouble their advertising effort and use more space to bring customers to their stores in dull times than they do during the busy seasons.

National advertisers of automobiles, tires, packing house products, food products of all kinds, hats, shoes, household goods of all kinds, stocks, bonds, insurance, railroads—all can advertise profitably in dull times and advertising can be used as a business tonic to tone up sales departments and sales forces, and they

in turn can use it as their best weapon to overcome the present buying vacuum.

And the lesson we may all learn from the experience of the most successful business houses of America is that the time to go five years ahead of your competitors is in an off year when they are waiting for business to get good before they advertise. The expense of such an advertising campaign for 1921 could well be charged proportionately to the next five years—as an investment in good will to help the retail dealer when he needs help most.

The advertising of a house like Hart Schaffner & Marx is paid for by the competitor who does not advertise in dull times. It takes ten times as much electricity to start an electric car and get up momentum as it does to keep it going—and the same is true of advertising.—*Chicago Journal of Commerce.*

Senator Capper to Start Daily at Kansas City, Kansas

For the first time in its history, Kansas City, Kan., a city of 100,000 population and the largest city in the State, is going to have its own representative newspaper. Senator Arthur Capper, owner of the Capper Publications, Topeka, will be the publisher. The new publication will be both evening and Sunday. The first issue will appear about February 1.

The starting of the new Kansas City daily was rather unique. So anxious were the merchants, the Chamber of Commerce and the citizens generally for Senator Capper to enter the Kansas City field that they voluntarily raised $210,000 in advertising contracts and a subscription list of 26,000, a list that represents four-fifths of the homes in the city. The merchants of Kansas City have had no enviable position for many years. Any merchandising campaign has been fraught with many difficulties. Most of the more progressive merchants have resorted to direct mail advertising, such as house organs, folders and flashes.

The drive to obtain the necessary advertising contracts and number of subscribers was put over in five days with all the enthusiasm of a Red Cross or Liberty Loan campaign. The pastors of the churches devoted their sermons to the subject, almost every business man spent his entire time, and even the school children turned in 3,000 subscriptions.

On Monday morning of last week every bottle of milk delivered in the city, and Tuesday morning every loaf of bread carried a sticker bearing the words: "I wanta paper." "Uwanta paper." "Wewanta paper."

Automobiles carried pennants with the same legend and a wide variety of other publicity methods were employed to secure the daily for the city.

The new Kansas City daily will make the tenth individual publication published by Senator Capper. He is the owner of the Topeka *Daily Capital;* the *Household,* a woman's magazine; *Capper's Weekly,* and six separate sections of the Capper Farm Press. These sections are *Capper's Farmer, Kansas Farmer & Mail and Breeze;* the *Missouri Ruralist, Nebraska Farm Journal, Oklahoma Farmer* and *Field and Farm.*

Chicago "Tribune" Editors Found Journalism School

Through the generosity of Colonel Robert R. McCormick and Joseph Medill Patterson, editors of the Chicago *Tribune,* the Joseph Medill School of Journalism has been founded at Northwestern University in memory of their grandfather, Joseph Medill, the founder of the *Tribune* and one of the most famous journalists.

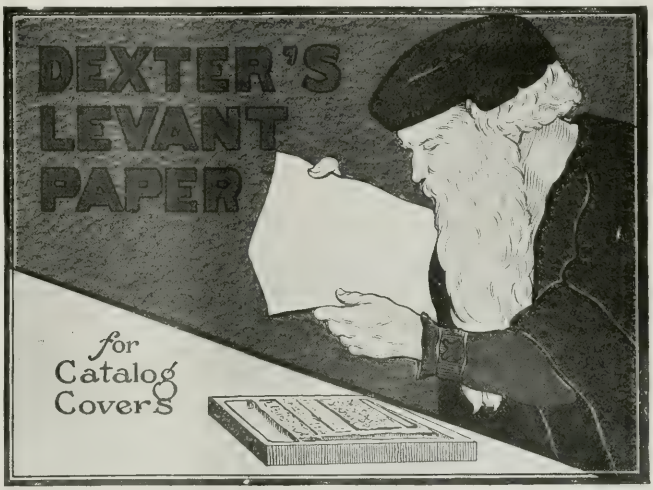
DuPont and Morgan Acquire Control of General Motors

Acting through J. P. Morgan & Co., the DuPont Securities Corporation, recently formed by Pierre S. DuPont and associates, has taken over approximately 3,000,000 of the new shares of the General Motors Corporation common stock from W. C. Durant. The consideration was partly cash and partly stock in the DuPont Securities Corporation, and Mr. Durant will, therefore, retain an interest in General Motors through the controlling company. This is the largest transaction recorded in the history of the industry.

The gross business of the company for this year, it was estimated some time ago, will approximate $1,000,000,000.

Montreal "Star" Publisher Donates $100,000

Lord Athelstane, publisher of the Montreal *Star,* has donated one hundred thousand dollars to McGill University in connection with its centennial endowment campaign for five million dollars. This contribution is said to be the largest newspaper benefaction ever made to a Canadian University.



AN AID TO DESIGNERS OF CATALOG COVERS

IN the daily grind of commonplace printing, it is a welcome relief to the printer to receive a catalog order that calls for LEVANT Covers. However practical and prosaic he may appear, the worth-while printer is an artist at heart, and he worships the spirits of those ancient craftsmen who wrought such marvels in print.

The use of Levant Cover Paper guarantees to any printed production, the marked distinctiveness and dignity, which are so desirable both from an artistic standpoint, and from the angle of profitable sales promotion.

Know LEVANT Cover Paper better. Request a Sample Folder that will fit your letter files. A copy of Dexter's XTRA, edited by Marcus, will also interest you.

C. H. DEXTER & SONS, Inc.
WINDSOR LOCKS CONNECTICUT

Advertising or Sales Manager—Which?

More Views on the Subject

WILL the Advertising Manager absorb the Sales Manager's job or will the Sales Manager outlive his colleague?

It has been suggested by a member of the staff who has read some of the letters commenting on Gilbert Evans' article in the November 13 issue of Advertising & Selling that the most definite answers to his question of "Advertising or Sales Manager—Which?" have said, "Both and Neither."

This member, who has a fondness for speaking in paradoxes, referred to those letters in which it was suggested that, as the merchandising science develops, both Advertising and Sales Manager will bow before a new super sales executive who will oversee both and combine the broader executive functions and the aptitudes of both.

Those who read Mr. Evans' article and who are following the letters commenting upon it will be interested in Advertising & Selling's series of articles on Sales Promotion by T. J. E. Brown, Sales Promotion Manager of the United States Tire Company, the first of which appeared in the November 20 issue and which will be continued in alternate issues. Mr. Brown's exposition of the importance of sales promotion work has a vital bearing on the question raised by Mr. Evans.

—THE EDITOR.

By W. N. Gillett

Vice-President, Chicago Paper Company

IN my judgment, the question as to whether the duties of the sales manager should be absorbed by the advertising manager or vice versa, is entirely a matter of the size and character of the business.

It would seem to me impossible in a large business for any one man to have the time, experience or ability to handle both positions effectively.

My understanding of a sales manager's duty is that he should be accurately informed as to potential possibilities in territories, conversant with the market and competitive conditions, in the case of the jobber know where the goods can be obtained to best advantage, be in close touch with the sales force and in every way have a thorough knowledge of the sales, to extend the greatest co-operation to the salesmen and the house.

In my opinion it is just as necessary that the advertising manager should be thoroughly familiar with all of the angles of the advertising game as applied both to magazine and direct advertising.

Of course it is vitally important that both should work in complete harmony with each other, without which the results would not be satisfactory.

In some lines of business or in a small business it might be possible for one man to do justice to both jobs, but I cannot see how it is safe to establish any set principle on this point, but rather let the circumstances determine the best method.

By Warner Bates

Advertising Manager, The H-O Company

I BELIEVE that both views are more or less in error. The functions of the sales manager and advertising manager are distinct in a sense and yet they are both one and the same thing. The objects of both are the same—to sell goods—yet they work in different ways.

The sales manager's job is to be able to understand and manage men who represent the company. The advertising manager's job is to understand and be able to use effectively the various media for publicity. Each must be very familiar with the market, the product and general business conditions. Each must understand human nature and the psychology of selling.

In a very few cases one man is in charge of both departments, but even then it is usually customary for him to have an assistant in each department who can execute his policies. In the cases where the two departments are distinct, some higher official of the company is usually found who understands and is familiar with the details of both sales and advertising management so that he really acts as the official head of both departments incorporating their work.

In our own business both the sales and advertising departments work very closely together. We both recognize that our job is to sell. We keep constantly in communication so that nothing of any importance goes on in one department that is not known in the other. We are constantly finding new means and methods of increasing the efficiency of communication. Some of our records are now kept co-operatively so that both departments have reference thereto.

Salesman Wanted—

A splendid opportunity is open for a salesman of advertising.

The work will be in New York City.

Write, giving age, past experience and salary desired.

Box 100, A & S

I cannot conceive where the sales manager or advertising manager becomes extinct. I can, however, readily visualize a closer co-operation between the two departments in some businesses and believe that this consolidation of effort is bound to result in increased efficiency.

By Vern C. Divine

President, Standard Advertising Co.

Gilbert Evans' article in Advertising & Selling of November 13 opens a subject of vital importance to the management of all business concerns.

It seems to me that any business is an "eternal triangle." Speaking broadly, there are really but three departments: Production, selling, finance. And there should be a strong over-executive for each of these departments, usually an officer of the company.

Assuming that we are considering large concerns such as are referred to in Mr. Evans' article, these three executives must be broad-gauged men who know, most of all, something about what are the greatest possible results to be produced in their departments of the business. They need not know a great deal about the technique of the work of the various divisions of their department, but must be able to know what results should be obtainable. They can leave it to the heads of the various divisions of their departments to work out the details of *how* to get the results.

SHOULD BE SALES HEAD

Thus there should be a "Sales Manager" or "Director of Distribution." Call him what you will, but "Sales Manager" strikes me as best unless there is reason to shroud this executive's object in life; namely, to increase sales. Under the Sales Manager there will be the Director of Salesmen and the Advertising Director.

The Director of Salesmen may have several vice-directors, such as Field Managers, to train and work with the salesmen in the field, District Sales Managers responsible for the sales in given districts, or Division Sales Managers who are expected to work with the salesmen to increase the sales of certain lines if the house sells a number of products. (For instance, an "Office Furniture Sales Manager" for a factory making both household and office furniture.) Or there may be Vice-Sales Managers responsible for sales to certain industries such as, for instance, the selling of furniture for the outfitting of hotels, schools, churches, etc., by a furniture factory also manufacturing furniture sold by retailers.

The Advertising Director may in a like manner have several vice-advertising directors such as National Publicity Manager, Direct Mail Manager, Dealer Helps or Localized Advertising Manager, etc.

The ideas barely touched upon above may not have been sufficiently elaborated upon to make my ideas perfectly clear, but the main thought I wish to convey is that there always will be in 95 per cent of all large businesses both personal selling and mass selling and that the work accomplished by both of these methods is in reality *one* branch or department of the business and not two.

Any sales manager who doesn't see that advertising is as important to the business as personal selling simply discloses his narrowness and inability to properly fill the sales manager's chair. In a like manner any advertising manager who thinks that advertising is more important than personal selling shows himself incapable of really big things. Such sales managers and advertising managers need, in my opinion, a sales boss over the two of them—a man with a much broader conception of what the sell-

(*Continued on page* 40)

SYSTEMS BOND

"The Rag-content Loft-dried Paper at the Reasonable Price"

GOOD WILL

There are few better ways of creating and preserving good will than with your correspondence.

The recipients of your letters very often read between the lines and the words. If you have Systems Bond between the lines and words of your correspondence, it will be a valuable asset to your firm in creating and preserving that desired good will.

The toughness and crackle of Systems Bond are due to its rag fibres and its loftseasoning. And yet, with all its firm body, its close-knit texture and its pleasing finish, Systems Bond is sold at a business man's price.

Eastern Manufacturing Company

General Sales Offices:

501 Fifth Avenue New York

Mills at Bangor and Lincoln, Maine

American Traveling Representatives in the Near East

In the coming struggle with experienced and capable national competitors, the most important single element in the promotion and extension of American trade interest lies in the selection and training of high caliber foreign traveling representatives of unquestioned American ideas and ideals. Nowhere is this factor of such decided value as in the Near East and those other world areas practically unknown at the present time to the rank and file of American foreign trade enterprises.

The two great mistakes now being made are the general choice of a foreigner of local origin or of a foreigner who merely speaks any language other than English irrespective of its use in the particular locality. Regarding the latter, Trade Commissioner Mears met in Greece more than one American commercial traveler who was obviously selected because of his ability to speak Spanish. Spanish, however, is not understood in Greece except by the important commercial Jewish element in Saloniki, which speaks, in addition to a peculiar Judeao-Spanish, also Greek, Turkish, Italian, French and often German and English. More striking still was the number of Russians sent to Constantinople, who strangely enough did not speak either French, Greek, Armenian or Turkish.

An Armenian or Greek or Jew or Turk, irrespective of whether he has been naturalized or whether he represents a bona fide American company, is never regarded in commercial circles abroad as an American. He is still a Levantine, and business negotiations with him are conducted on that plane.

A Chain of 100 Music Stores

With an object of opening a chain of music stores in the largest cities from coast to coast, about one hundred stores in all, the National Music Stores has been incorporated under the laws of the State of Delaware with $1,000,000 capital. Offices of the new firm are located at 1200 Stock Exchange Building, Philadelphia. James Callans is president.



FRITZ J. FRANK

Fritz J. Frank New President of Iron Age Co.

Fritz J. Frank, vice-president of the Iron Age Publishing Co., New York, publishers of *Iron Age* and *Hardware Age*, has been elected president of the company to succeed William H. Taylor, who has been president and general manager for more than ten years. Ill health has caused Mr. Taylor to resign and leave for an extended stay in Florida.

Mr. Taylor came to *The Iron Age* as general manager in 1909, after a group of publishers had acquired the ownership from David Williams. Previously Mr. Taylor had been connected with various trade and engineering publications over a period of fifteen years, having been for a time vice-president of the McGraw Publishing Company and later president of the Taylor Publishing Company, Chicago, which consolidated the *Engineer* and *Steam Engineering*. He and his associates, on acquiring *The Iron Age*, separated what long had been the hardware department of this journal and established it as *Hardware*, which has had a vigorous growth alongside the parent publication.

The progress of both *Iron Age* and *Hardware Age* under Mr. Taylor's administration has carried them far beyond the expectations of those so long responsible for their conduct under the previous regime. The number of employees of that company is nearly three times that of ten years ago. It has been the decade of the largest development of these journals in all their sixty-five years—a result in great measure due to Mr. Taylor's broad-minded policies and the building up of effective organizations in all departments.

Mr. Frank's business career has been a continuous connection with publishing and his knowledge of the industries represented by both *Iron Age* and *Hardware Age* has been intimate and of long standing. His school training was taken in Florida, to which state his parents removed from Pennsylvania in 1884, when he was a boy of twelve. He graduated from Rollins College, Winter Park, Florida, with the degree of A.B. in 1896. His chosen work began in 1896, when he became western business manager of the *Colliery Engineer*, a Scranton, Pa., publication of national circulation in the coal mining field, Mr. Frank's headquarters being in Chicago. He was impressed at that time, when American manufacturers were doing relatively little in the export trade, with the importance of cultivating relations with foreign buyers, and in 1902 and 1903 he made a tour of the world investigating possible markets for American mining machinery. In 1906 he left the *Colliery Engineer* and became the Chicago representative of the *Mining and Scientific Press*, that relation continuing up to 1910, when he came with *The Iron Age* as advertising manager in the New York territory. In 1911 he was made secretary of the David Williams Company, predecessor of The Iron Age Publishing Company, and since 1918 has been vice-president of the latter company. He has a wide acquaintance in the iron and steel and machinery trades, is experienced in business journalism and is thoroughly committed to the traditions and standards of the Iron Age Publishing Company, among which are complete independence of editorial expression and making the reader's interests paramount to all other considerations.

Certified Circulations

Some Mediums in Several Classes Whose Audits are Made by the

AUDIT BUREAU OF CIRCULATION

CLASS TRADE AND TECHNICAL

THE AMERICAN ARCHITECT, Member A. B. P. Inc. New York

The weekly business newspaper of the architectural profession subscribed to at $10.00 per year by practically every worthwhile architect. Published every week since 1876.

AMERICAN EXPORTER, New York

The world's largest export journal. Carries 1,400 continuous advertisers. Circulates every month through English, Spanish, Portuguese and French editions among leading firms abroad that buy American manufactured goods. Member Associated Business Papers, Inc.

THE ARCHITECTURAL RECORD, New York

National professional monthly established 1891. Average net paid circulation exceeds 9,500. Member Associated Business Papers, Inc.

AUTOMOTIVE INDUSTRIES, New York

The only journal dealing with engineering and industrial problems in the third largest industry. Published weekly. Subscribed to by manufacturers, engineers and other industrial officials, allied industries, foreign manufacturers, etc. Net paid circulation 8,519. Member Associated Business Papers, Inc.

BAKERS WEEKLY, New York City

Leading paper in the baking industry. Member A. B. C. and Associated Business Papers, Inc.

BOOT AND SHOE RECORDER, Boston

"The Great National Shoe Weekly." The indispensable adviser on shoe styles and shoe merchandising of the best-rated retail shoe merchants in this country. Circulation 10,000 copies weekly. First choice of the advertiser of shoes, leathers or shoe-store goods. Member Associated Business Papers, Inc.

BUILDING AGE, New York

Established 1879. Published monthly. Subscribed to by the men who do the building construction of the country. Circulation almost exclusively among those who purchase materials as well as tools.

THE DRY GOODS ECONOMIST, New York

The Dry Goods Economist, a national dry goods weekly for retailers and jobbers, is the accepted authority of the dry goods trade. Eight issues of each year are World Wide numbers with over three thousand added foreign circulation. Type page 8¾x12¼. Published Saturdays—forms close Wednesday preceding. Member of the Associated Business Papers, Inc. The Dry Goods Economist, 231 West 39th Street, New York City.

EXPORT AMER. INDUSTRIES, New York

Monthly English, French, Spanish and Portuguese editions reaching foreign business men interested in the United States as a source of supply for their industrial and mercantile requirements. Official International Organ of the Nat. Assn. of Mfrs. 60,000 circulation guaranteed.

THE GAS RECORD, Chicago

Semi-Monthly. Edited by practical gas men. Reaches builders and operators of artificial and natural gas plants, and makers and sellers of gas-consuming appliances. Member A. B. C. and A. B. P. Eastern office, 56 W. 45th St., New York. Telephone, Vanderbilt 3695.

HARDWARE AGE, New York City

Iron Age Publishing Company, 239 West 39th Street, New York City; established 1855; published weekly on Thursdays; forms close ten days preceding; type page, 7x10; one time rate, $145; 52 pages a year, $96; subscription price, $3.00; charter member A. B. C. and A. B. P. The national market report paper of the hardware industry and for 65 years an inspiration to better hardware merchandising, anticipating the changes, recording the achievements and cooperating in the success of hardware merchants from the Atlantic area to the Pacific coast. Read on paid subscription, as a business service, by practically every worthwhile hardware retailer and wholesaler, North, South, East and West, as well as their traveling salesmen, retail clerks, department managers, etc. Branch offices: Chicago, Boston, Philadelphia, Cleveland, Pittsburgh, and San Francisco.

THE IRON AGE, New York

"The World's Greatest Industrial Paper," established 1855; published every Thursday; forms close eight days preceding; type page, 6⅞x11"; one-time page rate, $128; 52 pages a year, $100; subscription price, $6; charter member, A. B. C. and A. B. P. The *Iron Age* serves buyers and sellers in the machinery, automotive, shipbuilding, railroad, farm implement, foundry, iron, steel and other metal-working industries. Its circulation is world-wide and is composed almost entirely of manufacturing plants. Its readers therein are the executives charged with the problems of management involved in purchase, production, costs and sales. Branch offices in Chicago, Pittsburgh, Boston, Philadelphia, Cleveland, Cincinnati, Washington and San Francisco.

MARINE ENGINEERING, New York

Guarantees more paid individual subscribers among shipbuilding companies and their officials, also among steamship and steamboat companies and their officials, than all other marine publications in the country combined. Member Associated Business Papers, Inc.

MERCHANTS' TRADE JOURNAL, Des Moines, Chicago, New York, Boston

Published monthly—subscription price $3.00 per year. Sworn, paid national circulation among retail merchants, exceeds 24,000 (rate based on 16,000). Maintains trade investigation bureau.

MOTOR AGE, Chicago

The Weekly News and Service Magazine of the Automotive Trade. Editorially it is devoted to the interests of the automotive trade as a dealers' paper specializing in service and maintenance problems. Circulation over 35,000, of which at least 70 per cent are dealers in cars, trucks and tractors or operate Garages, Service Stations, Repairshops, etc. Member A. B. C. and A. B. P.

MOTOR WORLD, New York

Subscribed for and read by the big percentage of dealers, jobbers and garage owners who study merchandising and are interested in the profit side of their business. Net paid circulation in excess of 22,000 per week. Member Associated Business Papers, Inc.

THE RETAIL LUMBERMAN, Kansas City, Mo.

The dominant trade paper in the retail lumber and building material field. It furnishes lumber dealers with building, advertising and sales service, and is a high-class advertising medium. Total net paid circulation in excess of 5,000. Ask for statement. Member Associated Business Papers, Inc.

SHOE AND LEATHER REPORTER, Boston

For 63 years the most influential and intensive paper in an industry rated as fourth in the country's business. During 1919, the REPORTER carried 4,000 pages of paid advertising, which is 454 more pages than its chief contemporary. Published each Thursday. World-wide circulation at $5 a year. Member Associated Business Papers, Inc. Ask for A. B. C. Report.

THE SHOE RETAILER,

with which is consolidated THE SHOEMAN and Boots & Shoes Weekly; circulates exclusively in the retail shoe field, in well-rated stores and departments among those who are interested in matter of style, trade situation and store management. Members of A. B. C. and Associated Business Press.

TEXTILE WORLD JOURNAL, New York

The Dominating publication of the textile industries. Its readers are mill men who control purchasing of supplies for this country's second largest industry. Over 750 industrial advertisers using space under yearly contracts. Member Associated Business Papers, Inc. One Time Page rate, $100.

AGRICULTURAL

NATIONAL STOCKMAN & FARMER, Pittsburgh, Pa.

"130,000 guaranteed. Covers Ohio, Pennsylvania, West Virginia. $1.00 per year cash. It does not believe in the advertisers bearing all the expenses of a publication."

FARMER AND BREEDER, Sioux City, Iowa

Devoted to the interests of the capitalistic farmers and breeders of the Golden Egg Territory—southeastern South Dakota, northwestern Iowa, northeastern Nebraska and southwestern Minnesota. Circulation 90,000. Rate 50 cents an agate line.

MAGAZINES

THE MODERN PRISCILLA,

A magazine designed for thrifty womankind. Devoted to the three important topics of Needlework, Clothes and Housekeeping. A practical magazine for practical women. 97% of its readers are housekeepers; 83% are mothers. Over 90% of its readers keep back numbers indefinitely for reference. Rate $4.00 per line.

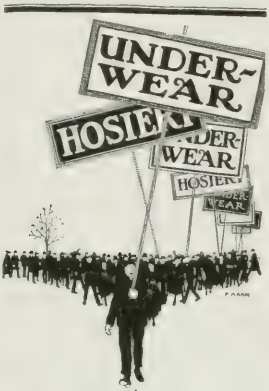
NEWSPAPERS

THE COURIER NEWS, Fargo, N. Dak.

Published in the heart of the famous Red River Valley wheat growing section, has the largest circulation of any daily newspaper in the state. Advertising rates 4 cents a line. Government wheat guarantee makes North Dakota the best field for advertisers in the nation this year.

Ayer Takes Litscherlite Account December 1

N. W. Ayer & Son, Philadelphia, will take over the account of the Litscherlite Corporation, Grand Rapids, Mich., December 1. R. B. Harvey, who recently resigned from the Westinghouse Electric & Mfg. Co., East Pittsburgh, to become general sales manager, will direct the advertising until a manager is appointed.



The Underwear & Hosiery Review
320 B'way New York

Some Advertisers and agencies realize the need of

THE WOMAN'S VIEWPOINT

backed by a long experience in all branches of ADVERTISING

Other Advertising still needs it, does yours?

Service Copy Booklets

MINNA HALL SIMMONS
15 West 38th Street, New York City
Room 1205 Phone Fitz Roy 5596

A PRACTICAL advertising and merchandising woman, who has counseled largest concerns in the United States on distribution, wholesale and retail—is ready to act as your counsel—anywhere, anytime, any product. A real service—that will prove a money maker. E. V. Maguire, Suite 216, Middle City Bldg., 34 S. 17th St., Philadelphia, Pa. Phone, Spruce 1858.

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting. Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.
POSTAGE · 18 East 18th St., New York City

A. B. C. Audits and Clean Business

By L. B. JONES*
Retiring President, A. B. C.

THERE can now be but one reason for a publisher refusing an A. B. C. audit. It is because he thinks he can get more business without an audit than he can with it.

When a man buys a piece of real estate, he has his own lawyer, not the other man's lawyer, examine the title to make sure that it is clear.

When a man buys a horse, he has his own veterinary, not the seller's veterinary, examine the animal to see if it is sound in wind and limb.

When a business man buys out another business concern, he has his own auditor, not the seller's accountant, look over the inventories, the accounts, and make the fullest inspection of books, physical and book values, and determine accurately for him, the buyer, whether or not he is getting what he thinks he is getting, and whether or not the concern he is buying is making profits or only paper profits.

When a concern buys goods, it has its own receiving clerk, not the shipper's clerk, check up the goods to see if there is full weight, full measure, and full count.

When an advertiser buys white space, he has his own auditor examine the books and the physical evidence to see whether or not he is getting the circulation for which he is paying, when and if he goes by A. B. C. audit—and not otherwise.

All of which means two things. It means that the advertisers must be kept in numerical control on the A. B. C. Board if the A. B. C. is to have the full confidence of advertisers; also it means that the advertiser who uses mediums which do not give him an A. B. C. audit has in his composition no sand, except, perhaps, that infinitely small quantity that the sandman sifts into his eyes.

When a publisher can sit down and figure in two minutes where there is a quarter of a million of dollars' worth of clean business that he could get provided he had an A. B. C. audit, and provided, also, that such audit would practically substantiate his present circulation claims, and then refuses such audit, what are we to surmise? Or, should I say, suspect?

As Mr. Post said, "There's a reason."

"I have my reasons for not giving an A. B. C. audit," says Mr. Publisher, "but you can have the records examined at any time by a certified public accountant."

Here is the reply I give him: I have never employed a veterinary to examine a title nor a lawyer to examine a horse. I would not employ the A. B. C. to do the work of a certified public accountant in passing upon a business that I might be buying. It isn't booked up for the job. And I would not think of trusting any firm of public accountants to verify a circulation statement.

This is not a reflection on publishers. It's just good business. I do not believe that there is any line of business having higher ethical standards than the publishing business. That is not even meant to be a reflection on any publisher, inside or outside of A. B. C.

But I am perfectly willing to turn the searchlight upon those advertisers who, believing in A. B. C. audits and following them to a certain extent, have not the sand to refuse business when they do not get them.

I want the searchlight turned on those advertisers who, because they are afraid of losing a few dollars' worth of business in some locality, are buying unaudited circulation.

I want to see a particularly bright spotlight on, and a close-up of, the advertising agent who has not the nerve to expostulate with a client or the sand to tell a publisher, who threatens to withdraw discounts, just where he can go.

I want to see a whole battery of searchlights turned on those agents and advertisers who selfishly "let George do it."

They know what the A. B. C. has done for advertisers and publishers. They know that, while not infallible, it is highly efficient; they know that most of their fellow advertisers have given, and are giving, of their time and money in the interest of clean and known circulation; yet they have not the sand to stand by their guns and give business only to A. B. C. publications.

* A portion of Mr. Jones' address at the A. B. C. luncheon in New York on November 18, when he handed over the president's gavel to O. C. Harn, of the National Lead Co.

"GIBBONS KNOWS CANADA"
MONTREAL TORONTO WINNIPEG

Among the Better Books on Business

History of Journalism in the United States. By George Henry Payne. 382 pages and appendices. Appleton, New York.

This volume fills a long-felt gap in our book-shelf row of American special histories. The fruit of many years' study of the press as a factor in national development, it sets forth the history of the American press from the first newspaper to the present day, concluding its appendices with a note on the *Sun-Herald* merger. Mr. Payne has taken up the most important newspapers in chronological order and has followed through with clarifying comment the reciprocal influence of American newspapers and American history. It will interest three classes of readers: newspaper men, students of journalism, and those who, like Theodore Roosevelt, feel that their understanding of their country is incomplete unless it comprehends an understanding of their country's newspapers and newspaper men.

Traveling Publicity Campaigns. Education Tours of Railroad Trains and Motor Vehicles. By Mary Swain Routzahn, Dept. of Surveys and Exhibits, Russell Sage Foundation. 114 pages and reference appendix. Published by the Russell Sage Foundation.

This volume, dealing with educational tours, for the most part in the interest of government or community service, offers many valuable suggestions to the advertiser contemplating the setting on tour of motor vehicle exhibits demonstrating his commodity to the prospect. The writer tells what has been done in the United States in the way of traveling "publicity" and describes how it has been done. The principles deduced will carry over into the advertising field and the facts given have an interest for the advertiser.

Personnel Administration—Its Principles and Practice. By Ordway Tead and Henry C. Metcalf. 520 pages. The McGraw-Hill Book Company, New York.

With the purpose of setting forth the principles and the best prevailing practice in the field of the administration of human relations in industry, this book has been addressed to employers, personnel executives, employment managers, and to students in personnel administration. The whole treatment may be accepted as a working program in handling men. It explains principles and suggests policies. Of as much importance for the employer seeking a "way out" of the murk that surrounds labor problems these days it shows what plants—big and small—throughout the country are doing to increase their workers' interest in the job, and their loyalty to the house—and thus to increase production.

The New Merchant Marine. By Edward N. Hurley, former Chairman of the United States Shipping Board. 274 pages and appendices. Illustrations. The Century Company, New York.

The latest volume in the Century Foreign Trade Series takes its information from the fountain-head. Few men are so well qualified as Mr. Hurley to discuss the subject in hand. Because he discusses it throughout in relation to the overshadowing subject of foreign trade, it is a book which will be read by many who have less interest than perhaps they should have in the story of the Emergency Fleet and the work of the Shipping Board, which takes up several chapters. Mr. Hurley's viewpoint is summed up thus epigrammatically in his preface: "There are only two kinds of civilization: that of (say) England or Switzerland on the one hand, and that of Afghanistan and Thibet on the other. The difference between them is ships."

On Setbacks—And Other Inspirational Fragments of a Cheerful Philosophy for the Business Man and Woman. By David Leslie Brown, Manager of Export Advertising, Goodyear Tire and Rubber Company. 93 pages. McCann Company, New York.

A good little book to read on a train, or in the noon hour or at any other time of relaxation. Short inspirational essays of epigrammatic terseness about the *fundamentals* of living that may help the reader to handle the *details* better. Not "Pollyannaisms," and can be put into the hands of the salesman without apologies from the salesmanager.

Employees' Magazine. For Factories, Offices and Business Organizations. By Peter F. O'Shea, Consulting Specialist on House Organs. 122 pages. Numerous illustrations. H. W. Wilson Company, New York.

A primer on the internal house organ. The work of a specialist in this field who follows up his exposition of principles with brass tacks data on how the house organ can be used to improve plant morale and with valuable information on methods and costs.

To Sub-Let

Space 50 x 65 feet at 471 Fourth Ave. between 31st and 32nd Streets. Now occupied as business offices. Has plenty of light, eight windows in front and six in rear. Present lease has five years to run from February 1st, 1921. These offices would be very desirable for an advertising agency or a publication office. Apply Mr. Clarke, Fifth floor, 471 Fourth Avenue.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

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November 27, 1920

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What Can We Do About Substitution?.....*Maxwell Droke* 5
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"Rightly Directed Advertising in Sufficient Volume" Our Best Foreign Trade Asset.

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More Views on the Subject of Gilbert Evans' Article in the November 13 Issue by Prominent Sales Executives.

A. B. C. Audits and Clean Business.....*L. B. Jones* 38
What Mr. Jones Told Advertisers and Publishers in His Valedictory Speech.

Among the Better Books on Business..... 39

Calendar of Coming Events

November 29-December 4—International Advertising Exhibition, White City, London.

December 1—Meeting of the Textile and Allied Associations, Waldorf-Astoria Hotel, New York.

December 2-4—Annual Meeting, Taylor Society, Engineering Societies Building, New York.

December 6-8—Annual Meeting, Association of National Advertisers, Lakewood, N. J.

January 7—General Conference, Advertising Managers' Council, Motor and Accessory Manufacturers' Association, New York.

January 8-15—Twenty-first National Automobile Show, Grand Central Palace, New York.

January 17-21—Fourteenth Annual Convention, National Canners' Association, Atlantic City, N. J.

Advertising or Sales Manager?

(*Continued from page 35*)

ing end of a business involves than either of the two possess.

I believe that in every really successful concern there must be a chief selling executive over the sales manager who handles the salesmen and the advertising manager who produces the advertising. Of course, some sales managers are so big that they are exercising these functions today, and in some concerns there are advertising managers so big that they have or are gravitating to the over-responsibility for the entire selling end of the business.

It depends, of course, upon the man.

But many a concern will accomplish more when the responsibility for *all* phases of the selling end of the business are put in *one* man's hands. Divided authority divides the results. It can't be otherwise. That's why I say there should be only three departments of a business, although there may be, of course, numerous divisions in each department. We need more Managers of Selling—salesmen and publicity under one head.

By Alan C. Reiley

Advertising Manager, Remington Typewriter Company

BOTH views described are one-sided and, in my judgment, both views are wrong.

True, the functions of sales manager and advertising manager are sometimes combined, but only, so far as my observation goes, in the smaller concerns where the combination is a practical necessity. With the growth of any concern, the natural division inevitably occurs.

Broadly speaking, the function of the advertising manager is to create the desired attitude in the public mind. The function of the sales manager is to "cash in" on this attitude.

There may be sales managers big enough to exercise both functions, but such sales managers are always the first to recognize the value to themselves of an efficient advertising manager and a well-organized advertising department.

I could write reams on the proper attitude of the sales manager toward the advertising manager and vice versa, but in the end it usually comes down to the personal equation—and there you have it.



THE HIND TEATS ARE FULL

Just because advertising to city and town people has yielded you a pailful of profits is no reason why you should leave the farm market untouched.

You can't get the milk out of the hind teats of a cow by pulling on the front ones, and you can't get the farm trade by advertising to city people.

The farmers of the Great Food Producing Heart of the Country have faith in Successful Farming. They make use of our service. More than 800,000 of them pay us an annual fee for the help we have to offer.

SUCCESSFUL FARMING

E. T. MEREDITH, Publisher
Des Moines, Iowa

T. W. LeQUATTE
Advertising Manager



¶ If Senator Harding had confined his speeches to a quality circulation, Governor Cox would have been elected.

¶ The only way to succeed in politics or publicity is to travel with the crowd!

¶ There's safety in numbers!

USE THE

AMERICAN WEEKLY

Read every Sunday by TWO and a HALF MILLION families.
"If you want to see the color of their money—use color"—A. J. K.

The American Weekly is a principal feature of the New York American, Chicago Herald and Examiner, Boston Advertiser, Washington Times, Los Angeles Examiner, San Francisco Examiner and Atlanta Georgian. A. J. Kobler, Mgr., 1834 Broadway, New York. W. J. Griswold, Western Representative, Hearst Building, Chicago.

ents the Copy $3 the Year

Advertising & Selling

DECEMBER 4, 1920



Public Library Kansas City, Mo.

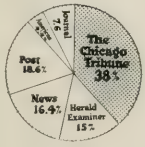
The Annual Automobile Show Issue

SUNDAY, JANUARY THIRTIETH

Forms close one week in advance of date of issue. To secure insertion copy should be forwarded much earlier

THIS annual Show Issue *sells* The Chicago Show, greatest of all automobile shows, to The Chicago Territory, best of the national zone markets.

The Chicago Show draws more dealers, results in more sales than the shows of any other city. The Chicago Tribune carries more automobile lineage the year round than any other Chicago paper. Representation in The Tribune during Show week is the best insurance of sales at the Show and after.



IN THE first ten months of 1920 The Chicago Tribune ran 1,430,207 agate lines of automobile advertising—more than twice as much automobile lineage as the next leading paper.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Tribune Bldg., Chicago—512 Fifth Avenue, New York—Haas Bldg., Los Angeles

The broadside pictured below was printed on Foldwell and carried four actual size Saturday Evening Post advertisements in colors besides the Fayette R. Plumb Company's merchandising story for 1920. It is saddle stitched, has five repeated folds, 12 pages, and measures 17x50.



Foldwell and National Advertising

Big printed pieces must have extra strength to save their appearance—to stand up against extra folding and handling. That is why Foldwell—with its rag base and long fibres which give it unusual strength—is the logical paper for elaborated broadsides. Send for samples.

Foldwell
TRADE MARK
Coated Book
Coated Cover
Coated Writing

YOUR dealers know only what you tell them about your 1921 campaign. They cannot be expected to share your enthusiasm or "hook up" with your campaign unless they are as familiar with it as you.

This year a great number of national advertisers presented detailed plans of their advertising to their dealers. Unusual broadsides were used for these presentations in which the *advertisements themselves* were reproduced in actual size and color, and their purposes explained.

Such broadsides give the dealer a more comprehensive view of his sales possibilities and naturally the advertiser's results show marked improvement.

CHICAGO PAPER CO., *Manufacturers*
835 S. Wells St., Chicago, Ill.

Nationally Distributed

CIRCULATION OF TEXAS NEWSPAPERS

As shown by statements made to the Government and filed with the Postoffice Department, showing increase or decrease during the past twelve months.

CIRCULATION

Newspapers	Oct. 1, '18	Apr. 1, '19	Oct. 1, '19	Apr. 1, '20	Oct. 1, '20	Change in Last 12 Months Gain	Loss
Fort Worth Star-Telegram	**65,599**	**62,123**	**65,514**	**72,256**	**78,475**	**12,961**	
Dallas News	71,612	72,340	63,572	65,020	67,683	4,111	
Houston Chronicle	54,573	54,936	51,771	51,687	49,165		2,606
Dallas Times-Herald	44,439	45,142	45,283	45,397	44,916		367
Houston Post	40,819	43,379	44,252	43,731	42,579		1,673
Dallas Journal	47,518	41,370	33,618	34,352	34,461	843	
San Antonio Express	38,958	35,884	31,126	31,545	32,506	1,380	
Fort Worth Record	24,695	24,043	25,666	27,781	27,356	1,690	
Dallas Dispatch	29,014	25,014	24,101	22,464	26,305	2,204	
El Paso Herald	27,162	24,716	24,504	25,770	25,165	661	
San Antonio Light	29,363	25,709	20,242	20,203	21,102	860	
Beaumont Enterprise	20,033	19,318	20,124	19,626	20,118		6
San Antonio Evening News	.....	18,500	15,854	17,947	20,087	4,233	
Houston Press	18,011	15,726	15,299	14,023	17,718	2,419	
El Paso Times	17,484	15,181	14,381	13,967	15,928	1,547	
Waco News-Tribune	12,617	12,068	11,037	11,328	12,186	1,149	
Galveston News	12,453	11,722	10,750	10,775	12,133	1,383	
Wichita Times	4,479	5,792	7,419	9,252	9,470	2,051	
Waco Times-Herald	8,112	7,864	7,220	7,782	8,824	1,604	
Galveston Tribune	9,131	8,831	8,211	8,541	8,094		117
Austin Statesman	7,337	7,573	7,973	7,108	6,354		1,619

COMPILED BY

FORT WORTH STAR-TELEGRAM

FIRST PAPER IN TEXAS

OVER 2½ TIMES THE CIRCULATION OF NEXT FORT WORTH PAPER

EVIDENCE OF READER VALUE—

Eighteen Months Ago, April 1, 1919, Fort Worth Star-Telegram

was second paper in Texas—10,000 behind the first paper. Notwithstanding increased subscription rates (5c daily, 10c Sunday, $1.00 per month by carrier in city, $10.00 to $15.00 per year by mail),

FORT WORTH STAR-TELEGRAM

is now First paper in Texas, leading the second paper by

over 10,000

at higher subscription prices.

In West and Northwest Texas,

The Billion Dollar Territory

where per capita wealth and buying power is the greatest of any section of the Southwest,

FORT WORTH STAR-TELEGRAM

has, according to latest audits,

100% more net paid daily circulation

66% more net paid Sunday circulation

than any other TWO PAPERS COMBINED

CIRCULATION NOW

OVER 75,000 DAILY **OVER 90,000 SUNDAY**

AMON G. CARTER,
Vice-Pres. & Gen. Mgr.

Charter Member A. B. C.

A. L. SHUMAN,
Advertising Manager

30th year. No. 24. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1870. Price, 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City

Are You In Doubt?

READ THIS—

Charles H. Sabin, president of the Guaranty Trust Co., N. Y. City, and one of the best known financial authorities in the country, says:

"This country will harvest this year one of the largest crops in its history. Its transportation congestion has been relieved, and its railroad system is for the first time in a decade on a sound financial and operating basis. We have passed through a national election and are assured four years of sane administration of public affairs. Our banking system has withstood the greatest credit strain in its history, and is on a sound and workable basis. The accumulated surplus of five years of splendid prosperity is stored in many ways for our continued use. The markets of the world demand our products, and a great mercantile marine is prepared to transport them. This country has not been over-built or over-extended in any of its underlying activities, and faces no programme of readjustment along these lines such as usually precipitates panic conditions. We are in the soundest financial, industrial and political condition of any important nation in the world."

The Standard Farm Papers

Western Representatives
Standard Farm Papers, Inc.
Conway Building, Chicago

OF KNOWN VALUE
STANDARD
FARM PAPERS

Eastern Representatives
Wallace C. Richardson, Inc.
95 Madison Ave., New York City

All Standard Farm Papers are members of the A. B. C.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising — Established 1891

J. M. Hopkins, President;
H. B. Williams, Vice President;
E. B. McCaffrey, Secretary;

ADVERTISING & SELLING CO., Inc.,
471 Fourth Avenue, New York, N. Y.
Telephone, Madison Square 1765-6-7

Ralph B. Smith, Managing Editor;
George Roosevelt, News Editor.

30th Year | DECEMBER 4, 1920 | Number 24

It's the Retailer's Move—Let's Go

How the Manufacturer Can Help the Dealer to Fall Into Line for Business Readjustment

By GILBERT EVANS

HE who helpeth others helpeth himself.

Never was the proverb more applicable than it is to business conditions today.

Think of the manufacturer as the "he" in question and of the retailers of the country as the "others."

The progress of rational business readjustment—logically necessitated, all authorities declare, by the rapid sequence of war and peace—has stopped at the retailer's counter.

Goods are stopping on the retailer's shelves.

Let me quote the November statement of the National City Bank of New York summing up the reasons and pointing to the consequences:

THE RETAIL HOLD-OUT

"An element of uncertainty for the time being is the attitude of the retailer, who is generally maintaining prices in order to avoid taking losses on stocks purchased at the old prices. The reduced prices have, as yet, been only partially passed on to consumers, and the reports of slackening trade over the country indicate that the public is cognizant of the situation. The effort to avoid losses is natural enough, but it is checking trade, reducing production, causing unemployment and creating much dissatisfaction. Moreover, it is a very doubtful policy from the standpoint of the merchant. He doesn't like to devote his fall season to taking losses, but the sagacious dealer in a time like this will turn his stock over as fast as he can replace the goods at lower prices. By so doing he is, at least, getting a dealer's profit to apply on his losses. Sooner or later there will be a leader in every community who will see that his interest is served by this policy."

This is a message for the retailer. It also points to a mission for the manufacturer. It is all very well to talk about "solving the problems facing the manufacturer in a seller's market," but we must first solve the problems of the transitional stage. As long as the retailer fails to realize that he, too, must meet the inevitable economic trend and adjust his prices to meet the new conditions, we are still in the transition stage. Only with action on the part of the retailer can the situation be stabilized and frozen credits thawed out. The next move is the retailer's.

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For Readjustment

PRACTICALLY all financial and business leaders who have had anything to say in print on the probable duration of the present depression have borne hard on the fact that the retailer isn't contributing his share of the sacrifices necessary to quick readjustment.

Mr. Evans cites some of their opinions, but suggests that it is not entirely the retailer's fault if he has not seen the situation broadly enough.

It may be the retailer's move, but it's up to the manufacturer to furnish, through advertising, the stimulus to both retailer and consumer.

THE EDITOR.

CANNOT DODGE THE FACTS

As Charles H. Sabin, of the Guaranty Trust Company, has pointed out, "the process of deflation must include all the elements in the body economic sooner or later and there can be no escape from the inexorable law that directs it. Dodging the facts or attempting to postpone the inevitable will not bring immunity to anyone whether his interest lie in production or distribution, capital or labor."

That the retailers in some parts of the country are not without cognizance of the fact that it is their move in the game is indicated by the recent and widely heralded action of the Associated Retailers of St. Louis.

The Associated Retailers of St. Louis, with the intention of benefiting themselves and of giving an example to retail business in general for the benefit of business conditions as a whole, have decided on a complete reversal of buying policy as followed for the last ninety days. They have reached this conclusion after conference with wholesalers and manufacturers, with whom and through whom they have investigated present conditions thoroughly.

The result is the "St. Louis Plan" in which they adopt and recommend to the buyers of the country a buying policy which, they believe, is the

safest course to follow under existing conditions. In presenting this plan, which was briefly noticed in the November 20 issue of Advertising & Selling, they call attention to these points:

Basic raw materials in practically all industries have declined to a point where further recessions seem unlikely. It appears more probable that advances may occur between now and the opening of the spring season.

Manufacturers in order to maintain their organizations and give employment to their labor during this transition period are offering to operate on a closer margin than would be possible on a permanent policy. This seems to offer an opportunity to secure merchandise on a more favorable basis than will be possible in January when a more general resumption of buying is anticipated.

LIQUIDATION BEING COMPLETED

"Distress Goods," that is, offerings of merchandise at any price for liquidation, are becoming noticeably more scarce. This is taken to mean that liquidation of excessive stocks has been reasonably well accomplished. With these goods out of the way from now on the cost of production will be the predominant factor in determining the price of commodities.

An active holiday season is anticipated and the further indications are for a normal movement for commodities for spring.

A general revival of buying at wholesale beginning after the holiday season and intensifying with the approach of spring is to be looked for and, since buying at wholesale has been greatly curtailed and only limited preparations have been made for spring business, prudence and judgment would seem to warrant the anticipation of this situation by placing orders before this period begins.

Since Easter comes at an extraordinarily early date in 1921—March 27—to be prepared for the Easter trade will require early deliveries of spring goods. It is probable that orders deferred for weeks later than the normal to be delivered weeks earlier than the usual will bring a degree of pressure on production sources and will result in another temporary advance in prices.

Therefore, in view of all these conditions the Associated Retailers of St. Louis believe that retailers, manufacturers and jobbers should proceed at once conservatively placing orders for spring, bearing always in mind that consideration should be given to individual requirements and that, in all cases, the price basis should be in line with what present conditions indicate.

In that last paragraph is the rub of the "St. Louis Plan."

But there is another factor in the situation which, while implied in the presentation of this plan, is not sufficiently emphasized there. It is apparent that the very falling off in buying at this time must soon or late result in a large accumulated consumer demand for all goods. Just as a few months ago supplies were underestimated, so now the tendency is to underestimate greatly eventual demand. It must be remembered that we have still our wartime loss to make up. As the latest trade statement of the Mechanic & Metals Bank of New York puts it: "Not a few of our railroads are worn to bedrock, and all of them require vast quantities of material for their restoration and extension. We have had relatively little building of homes in the United States for years. Much property has gotten along with a minimum of repairs and improvement. Individuals in great numbers have postponed purchases of clothing and other articles of personal use, rather than pay the extraordinary prices lately demanded.

"All this signifies a very heavy potential buying demand. In addition, over and above the domestic requirements of more than 100,000,000 people, Europe still calls for great quantities of our goods. Though obstacles stand in the way of exports (and though foreign sales may for some time be curtailed because of distress abroad, depreciation of foreign currencies and the tie-up of credit) it is inconceivable that our export trade will stop.

This statement adds: "Up to this time the downward adjustment has been quite one-sided: the severity of the break in wholesale commodity prices and securities has not been matched by the fall in retail prices or in wages. These have moved down slowly, and it must be clear to every observer that readjustment will not be on a solid foundation until these have also come down to some corresponding level, or until wholesale prices have regained a part of the ground lost."

To this summation of factors that are influencing the situation and of factors which should influence action to ameliorate the situation, I want to add, at the risk of weakening my point, that it is the retailer's move and that he is not moving the advice that there are to be observed at this moment numerous signs on the part of retailers in certain sections of the country of a determination to accept their role in the readjustment process. This is true of the New York City retailer particularly. The Federal Reserve agent of the New York Federal Reserve Bank was quoted in the newspapers of December 1 as saying that "there has been a slight lowering of prices, apparently due largely to a need for liquidation."

Here's what we have then: (1) An obligation on the retailer to get into line in the readjustment process; (2) A clear advantage to be gained from stimulating turnover, even at some apparent first cost; (3) Excellent prospects of reimbursement next spring, partly through the satisfying of the accumulated demand piled up through the late summer and fall; (4) A growing feeling of uneasiness on the part of the retailer, manifesting itself in efforts to co-operate with the manufacturer and wholesaler in easing the situation—efforts which can be stimulated, and (5) A definite obligation on the part of the manufacturer to do all within his power to stimulate those efforts and to help the "others" upon whom his living depends.

THE MANUFACTURER'S OBLIGATION

The retailer, loaded up with goods purchased at high prices and unwilling, as the National City Bank's report says, "to devote his fall season to taking losses," is not, except in the large metropolitan centers like St. Louis, in a position to see the advantage to be gained if, to quote the report again, "the sagacious dealer in a time like this will turn his stock over as fast as he can replace the goods at lower prices."

It is not only the retailer's move; it is also the manufacturer's move; for it is up to the manufacturer to move the retailer. The manufacturer is in a position to appreciate the situation and to estimate the chance of the future. He can bear hard on the message that retail turnover is the great necessity of the hour.

He can help to stimulate that turnover and to stimulate consumer purchases.

He can do the first part of this by laying the essential facts of the situation clearly before the dealer in his house organ, if he has one, and, most effectively, in his trade paper copy or in that consumer medium

(*Continued on page* 40)



Why his downcast eyes spoiled her evening

Has this ever happened to you?

Shall We Put the Line In Uniform?

The Evolution of Cutex Toward a Standard Package Design Demonstrates the Advantage

By E. McKENNA

THERE is an old and wise maxim that warns us against putting all the eggs in one basket. The warning is given lest they all be broken in some unavoidable crash. The cautious persons who attend to that wisdom and obey are actuated by the wish to save the eggs. They could hardly have in mind the idea of selling them, for it is conceivable that they could be better displayed all in one basket than in any other way; and display is of prime importance in selling.

A SUCCESSFUL POLICY

That observation probably will serve as well as a longer one to introduce the merchandising campaign of Cutex. Cutex, as most advertising readers know, is a manicure preparation of the Northam Warren corporation in which several articles used in grooming the hands are sold together in one receptacle. There are about a dozen of these articles, in boxes, jars, tubes and bottles. They are all put together in one "basket," with very special emphasis laid on the "basket." So much is this so that the evolution of the Cutex container is a great part of the history of a very successful advertising campaign running over four years. This campaign has sold Cutex extensively in Canada, Great Britain, South Africa, Australia, Panama, Porto Rico and Cuba, China, Japan, India, in fact almost everywhere, in a volume of sales that, according to a Northam Warren representative, are more than twice those of all competitors combined. The proprietors say that during the four years they have been obliged to move four times to more capacious buildings to make room for the increasing needs of production, and have been compelled also by the same stress of business to establish laboratories in foreign countries.

The advertising agency conducting the Cutex campaign asserts that the increases of sales in the four years have run over 884 per cent.

Before that time the Northam Warren corporation manufactured a line of manicuring preparations (Cutex) and a line of toilet preparations (Phoebe Snow). The agency, before taking over the account, recommended that the Phoebe Snow line be dropped and all the advertising concentrated on the Cutex as the more individual line of the two.

The most interesting part of this campaign has been the evolution of the Cutex container. In the beginning the various articles in the present Cutex carton were marketed as separate articles, each in a vari-colored square or oblong pasteboard receptacle. The principal of these was Cutex, a liquid cuticle remover, the others nail bleaches, nail polishes, nail enamel, etc.

EVOLUTION OF THE CONTAINER

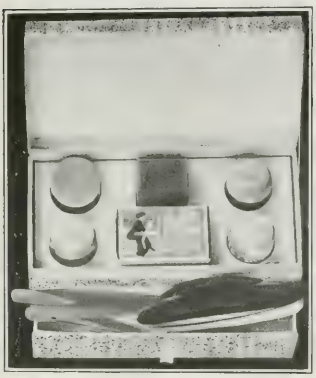
The next step in the evolution toward the present container was to put five of these ingredients in one box, together with nail files and polisher. To put them into one carton it was necessary to change the shape and size of all of them and to design a carton that would display them effectively. This carton shows the articles in different colors—green and pink, blue and green, and other combinations—in grey and pink striped boxes.

It was at this stage of the evolution that the idea of using three different sets first appeared in the advertising. These were a midget set, a traveling set and a boudoir set, each containing a like number of articles in different quantities. This idea was retained throughout the campaign down to the

present when the midget set is sent to the purchaser for a small price and the buyer's name and address on a coupon in the advertisement.

The present Cutex carton has the separate articles in the carton in uniform color containers in a design of pink and black. The carton itself carries out the pink and black design and is uniform through all the three sizes.

The first advertising of Cutex in the new way, that is, with the several ingredients in one container, was



At this stage each product wore its own clothing

planned for women who were already manicuring their own hands. The basic idea was to teach them a new way of doing it. In these advertisements, which ran through the year 1917, emphasis was laid both pictorially and in the text on "The New Way Manicure."

EDUCATIONAL WORK

These were "lesson advertisements" showing the "right way" to manicure, by the application of Cutex, contrasted with the "wrong way," by cutting the cuticle with a knife or scissors. One of the first of this series reads:

To get an entirely new idea of how easily you can give your nails a wonderful manicure, use Cutex, the harmless cuticle remover. With it you can do away with cutting—you can keep firm, smooth cuticle and shapely nails.

The cut in this advertisement shows a woman using Cutex. Here the Cutex carton is given a prominent position and is tied up visually with the idea of beautiful hands. Through three years the carton was given precedence in all illustrations and then, when it was deemed that most readers had become familiar with its shape, size and contents it was relegated to a subordinate position with occasional reaches forward into its primary position of prominence.

The "attractive hands" illustration was an occasional feature of Cutex advertising from the beginning. First the carton prominent with lovely hands slightly subordinate—then the hands and carton on a fifty-fifty basis, then the carton subordinated to the bottom of the advertisement. Along in the latter part of 1918 noted actresses were used to demonstrate Cutex in the illustrations—a continuation of the hands and carton policy with the added interest of a well-known personality.

For the last year the human interest, or social interest, advertisement has been used. This type of illustration shows the social advantage of having well-groomed nails. These illustrations, however, and all this type of illustration show the advantage by a process of negation. They show a young woman perplexed or embarrassed because her nails are ill-kept. The headings are all negative, as: "Why His Downcast Eyes Spoiled Her Evening," and "Why She Failed to Pass Critical Eyes," and "Has This Ever Happened to You?"

This much-embarrassed young woman is put into every sort of quandary and suffers many disappointments because she has neglected to groom her hands with Cutex.

The illustrations for the later advertisements are splendid in design and workmanship and are the work of some of the nationally known book and magazine illustrators.

This phase of the Cutex campaign is intended to increase the vogue of manicuring, to keep the original purchasers sold and to broaden the market. A representative of the Northam Warren corporation says that, while Cutex sells all the year round, advertising has been omitted for two or three summer months recently. There is a slight sales peak



How the line looked when it was "put in uniform"

in September, October and November, with a heavy pre-Christmas sale on the manicure sets in a special Christmas wrapper.

Notwithstanding the success of the Cutex campaign as based on the developed container for all the various articles that go to make up the latest manicure set, Cutex, the liquid solvent, is still sold separately in the original bottles, and every advertisement carries that informtion in fine italic type.

Pearson Tells About Conditions Abroad

A. C. Pearson, vice-president and general manager of the *Dry Goods Economist*, who has just returned from a three months' trip through Europe, at a luncheon of the Editorial Conference of the New York Business Publishers Association, November 26, described general living conditions as being far better there than is supposed.

"I expected in Germany and Austria that Americans would be unpopular," said Mr. Pearson. "To my surprise I did not observe a frown or experience a discourtesy anywhere, and I went purposely into side streets and into the country as well as in the main business sections of Berlin, Dresden and Vienna. This is probably due to propaganda from leaders making plain to the people that their hope of a future is dependent upon friendly relations with the British and Americans.

"Restrictions are off most things throughout Europe. The former allied countries and the neutral countries are especially prosperous. The former enemy countries are probably experiencing many privations, but this is not apparent in the hotels or in the streets. Even in Germany and Austria there is plenty of good food, cheaper, in dollars, than before the war. Other things are correspondingly cheap."

Louisville Launches $100,000 Campaign

The Merchants' and Manufacturers' Association of Louisville, Kentucky, has placed the conduct of a $100,000 advertising campaign in the hands of the Lowman-Mullican Company, as the result of a competition among the agencies of the city. Copy is now being prepared for release in trade magazines covering the surrounding twenty states. The campaign is aimed to acquaint retail merchants with the advantages of Louisville as a complete market.

Would Advertise California Products Co-operatively

The California Industries Association at a recent meeting in San Francisco discussed the establishment of a bureau of co-operative advertising for California products. All firms entering the bureau, President James H. McDonough explained, would be submitted to a test based on 100 points, including financial responsibility, quality of product, etc., and all firms scoring 80 points would be entitled to advertise a "California Standard Brand."

The New York Globe

Sells its advertising space strictly as a commodity—the same price for like service to all—foreign or local.

On August 1, 1920, the Globe adopted the flat rate basis to apply on all new business and on expiration of all existing contracts.

Under this new programme
The New York Globe
offers the general advertiser

a more liberal and attractive proposition than has ever been offered by any other metropolitan daily newspaper.

The same rate for a
fifty line ad as for 30,000
lines in the year.

The Globe's rates are exactly the same for foreign as for local business, and it gives the same discounts and the same commission allowance on both to advertising agents.

The Globe sincerely believes that its new advertising policy is a step in advance in genuine service to its advertisers.

MEMBER A. B. C. **THE NEW YORK GLOBE** 170,000 A DAY

JASON ROGERS, Publisher

Preparing a Sales Promotion Department

What Policies as to Operation and Costs Will Produce the Best Results

By T. J. E. BROWN,
Sales Promotion Manager United States Tire Co.

THE MOST important part of the construction of a Sales Promotion Department is its foundation. Because of the tremendous amount of detail that always accompanies the handling of mailing lists, following up of prospects and distribution of advertising, the proper channels for the routing of this work should be carefully laid and well oiled before actual selling activities are begun. It isn't possible for a newly organized Sales Promotion Department to tap its shell, spread its wings, take to the air and expect to reach its destination without mishap.

PLOTTING THE GROUND

A well-defined idea of the accomplishments expected from such a department and then the shortest possible route to that goal is the theoretical and practical embodiment of an ideal "first step." If a definite purpose is first established the highways and byways of trade research will not be excessively explored for information that is never used, nor will the keeping of records or the compiling of data burden the department with a top-heavy load.

An Eastern publishing house of considerable size decided not long ago to install a promotional department. A large number of salesmen were employed by this company throughout the territory east of the Mississippi and the business had been secured up to that time entirely by personal solicitation directly from the consumer.

An experienced correspondent, who was also well versed in advertising copy work, was placed in charge of the department with the assurance that "the sky was the limit as long as his efforts produced." At a conference of salesmen he was introduced as the new ally of the man in the field. Enthusiastically he plunged into his new work. Lists of prospects were dusted off, a duplicating machine was installed and several typists employed. The fireworks had been set off and for the next few months the new department was the busiest in the organization.

Then, almost as quickly as it arrived, the success of the department began to fade. First came complaints from salesmen asking why certain prospects had not been followed up with literature or referred to the salesmen. Several thousand inquiries from prospects that had been induced to investigate after an expenditure of nearly three dollars per inquiry were found stacked up in a corner—unanswered. Letters were going out at the wrong time or to wrong lists. The head of the department found himself thoroughly and completely smothered with work of a detail nature. He had labored into the small hours of the night and the pace was beginning to prove that the human machine is capable of only a certain degree of strain.

BAD START

When the gloom began settling with increasing density the president of the firm called in the department manager. On his desk were expense sheets showing the cost of the department for the first three months. The figures were by no means small, but the president, who had come up through the selling ranks and considered costs "as expense only when sales did not justify them," was inclined to feel that business resulting from the department's efforts would be worth the expenditure. Much to his surprise, however, he learned that the department had been too busy getting business to keep a record of sales. Orders had come in to a gratifying extent, but no one knew how many there were nor from whom they came.

"Bill," said the president, "your department ceases functioning today. For the next ten days, or longer if you need it, your selling inclinations are to be kept under cover. During that time it will be up to you to route every piece of work that you handle so that no snags will delay it. Know that each order that comes in is recorded, get a method of analyzing your business territories, know how much help you give every salesman, arrange regular intervals for letters, and above all get these things working smoothly before you again turn the valve of high pressure selling."

KNOW YOUR SELLING COST

Since all efforts of a Sales Promotion Department are either directly or indirectly meant to influence sales it is almost invariably possible to trace the work done by each correspondent, clerk or typist to actual selling accomplishments. This fact makes it possible to recognize any false limits or barriers that have arbitrarily set the extent to which Sales Promotion may grow.

Where a Sales Promotion Department has among its duties work not entirely relevant to its prin-

Making It Pay

THE manufacturer who decides to bulwark his sales side by the addition of a Sales Promotion Department to his selling equipment must not expect to plunge into the new venture blindly and come out with profit.

Sales Promotion is not an exact science, but there are certain essential principles and certain practical methods of procedure to be followed if it is to yield the important service for which it is intended.

In this second of his series of articles on Sales Promotion Mr. Brown sets down some of these principles and methods of procedure, illustrating them by citations of actual experiences in Sales Promotion that have come to his attention in the years in which he has been engaged in this work.

The third article of the series, dealing with Sales Promotion Letter, will appear in the December 16 issue.

THE EDITOR.

Collier's

THE NATIONAL WEEKLY

5¢ a copy



American Lead Pencil Co. and Collier's

The American Lead Pencil Co., makers of the Venus Pencils, have used more space in Collier's than in any other general publication.

Read Collier's

ciples, proper deductions should be made from the departmental expense. The elastic nature of Sales Promotion often invites the including of activities wholly apart from the originally incorporated plan of procedure. Unless some care is exercised in defining what should or should not be charged against it there is danger of an excessively weighty selling expense. It is also true that a knowledge of sales costs accurately arrived at often furnishes the most satisfactory reason for expansion.

Recently a Sales Promotion Department manager in a Middle Western jobbing house found the need of offsetting certain competition that some of his dealers were encountering by aiding them to turn their stocks of an article manufactured and sold by the jobber. His plan was to send out a series of three letters to names of prospects sent in by the dealer. Letterheads and envelopes were to be imprinted with the dealers' names and furnished without charge. The only cost to the dealer was the postage, with the balance of the expense assumed by the jobber. After plans for the campaign had been completed it developed that the department's budget, which had seemed adequate at the beginning of the year, would not stand the strain of adding two additional typists required to address the thousands of dealers' letters.

A request for an extension to his budget had been declined. Expenses, since they came before sales, had been considered alone. The department manager, however, refused to abandon his campaign. Ten of his dealers who had already sent in lists averaging 200 names were given the benefit of a trial campaign. Three letters went out to each prospect and the resulting orders showed that they produced an average of eight orders for each dealer. Since an order meant a one hundred dollar sale the total volume of business reaching those ten dealers and subsequently the jobber was eight thousand dollars. The cost of the letters amounted to one hundred and eighty dollars. The test was sufficiently convincing to bring an increase in the department budget.

The above example was an actual occurrence, and it shows the value of building a department so that it will be possible to follow any particular line of work and definitely determine its value in terms of orders received.

READY-MADE SYSTEMS NOT ADVISABLE

It is not the purpose of this article to recommend forms, files or systems for the groundwork of a Sales Promotion Department since the varied functions and the widely differing methods of selling and extent of advertising make it always essential to devise the plan to run on the organization's track. Nevertheless a few plans now successfully employed in handling the detail side of a Sales Promotion Department may suggest others or in themselves prove suitable to many requirements.

Since the department does its work through the mail lists of prospects, customers, etc., these lists frequently prove to be the hub from which spring all other activities. For permanent lists, card files form the most satisfactory means of retaining records, classifying and handling names. By a wide margin the most important work connected with these lists is keeping them correct. It is difficult to attempt an estimate of the money wasted yearly because of lax methods used in checking such lists, but it is certain that this is a pitfall that must be reckoned with in laying plans for a Sales Promotion Department. Prospects will move, die or buy a competitor's product. It is often well and profitable to institute a special periodical revision of all files besides the daily checking back of returned letters. If the names on a file are receiving personal as well as mail solicitation, salesmen's reports may be depended upon as at least a seventy-five per cent check. It is, however, often astonishing to learn the degree to which a list of names that are called on regularly by salesmen may become incorrect within a year. Special delivery letters, clipping services, return cards and many other means are employed to keep lists accurate, but the main point is to devise an adequate way to keep this information and then follow it consistently.

Sales research often constitutes an important phase of promotional possibilities. "Know your market" is not a new thought, but it has been very generally true that data gathered for the use of selling and advertising departments have not been made of sales-producing value. The manufacturer of a well-known automobile is now conducting an investigation that will be carried into every county in every state. He will know, when this work is completed, the number of cars of his make that have been sold in each county as compared with the number of three leading competitive makes. He will know the possible output for each of their distributors, where advertising should be concentrated and when and where to seek new connections for the coming year.

A Sales Promotion Department is usually better able to direct this research work than a statistical department since it is familiar with the information that can be used from a purely advertising or selling standpoint.

In the Sales Promotion Department of a retail store the active files often furnish the most complete data on customers, their comings and goings, whether they spend their summers at home or outside the serving radius of the store, their preference in various lines of merchandise and their general buying habits. So complete and so well classified is this information that a real, personal sales letter may be directed to a group with the knowledge that only in rare exceptions will any letter find its prospect away or uninterested in the thing it attempts to sell.

RECORDS CONNECTING EFFORTS OF WHOLESALERS' DEPARTMENTS

The jobber, the wholesaler or the manufacturer who markets his products through dealers constantly finds it important to know the possibilities of any given town or territory, or whether other outlets for his product can be obtained. Such information as this makes the need of town and territorial files important. The extensive research, analysis and investigation that a Sales Promotion Department can conduct and which usually are impossible from the Sales or Advertising Departments should be tabulated in the most usable form. Here again the card files offer the easiest means of recording results.

In Promotion Departments of wholesalers, where the channel of sales runs through the dealer, it is nearly always necessary to know the amount of advertising assistance given each account. This record, to prove of most value, should be kept in conjunction with weekly or monthly sales totals. Where extensive advertising backing is afforded the retail merchant such a file not only pays for itself in the saving effected by the judicious distribution of material, but it also affords an excellent opening for Sales Promotion activities.

The perfection of stencil filing systems by addressing machine companies is rapidly making it feasible to eliminate card indexes where no

(*Continued on page* 39)

AMERICAN EXPORTER

e World's Large 977

enc, Copenhagen, Denmark

Selling the man abroad through Export Advertising



this interesting folder will be sent on request to AMERICAN EXPORTER, 17 Battery Place, New

Why Road Signs Are Becoming More Simple

Painted Boards and Large Poster Designs Keeping Pace With Changing Mode of Travel

By R. L. BURDICK

IN THE heyday of barn painting and fence signs almost any message would get across to the passer-by in his horse-drawn wagon. He had the time to read and ponder any number of words. But today we travel differently. Now we rush about the country, covering in our automobiles distances unheard of in our boyhood times. We know, without being told the statistics, that every farmer has, at least, his "flivver."

At the present time fully three-quarters of the road signs and poster boards in this country are placed along highways traveled principally by automobiles. It is, therefore, safe to assume that most of them are intended to be seen by the motoring public.

OLD-STYLE JUMBLE

Up to a few years ago the olden idea in sign and poster design prevailed to a large extent. While we had already developed a distinct technique in the execution of posters, so far as color and treatment of the picture and lettering is concerned, we had not kept pace with the trend of travel so far as the character of the sales message—the basic idea—of the poster or sign was concerned. Four or five years ago it was no uncommon sight to see a poster on which were displayed the article advertised, several figures of persons, twenty-five or thirty words of text, and a job lot of assorted decorations.

However, the last three years have shown a considerable change. Advertisers and their artists, working together, have realized that the farmer and his slow-drawn wagon are past and gone. Some by investigation, others by intuition, found that a new style of presentation was needed to make their posters and boards effective. One advertiser using bill-boards extensively recently explained the older and newer ideal by this little fable:

After the Sunday morning sky is scanned, the lunch packed, the children rounded up, re-washed and piled aboard, and after the final sally back into the house for the forgotten vacuum bottle, Father Motorist steps on the accelerator and the Motorist family is off for the day.

If F. M. is even remotely connected in any way with a bill-posting or road-sign campaign, his eyes soon begin to search the roadside for examples of his art. When one of his signs bursts upon his vision in all its glory a glow of satisfaction steals instantly over him. He points it out to Mrs. Motorist and to little Lizzie and Henry Motorist in the back seat. All crane their necks to see every word and line of the poster while Father M. explains how he fought with "the boss" to have that arrow put in the lower left-hand corner instead of the upper right — meanwhile running down three chickens and giving the driver in the car behind heart-failure over his antics with the wheel.

"Isn't it fine? Such color, such beautiful design! Get the subtle effect of that wording? Bound to be read and remembered by everyone who comes along!"

We all do it—it's human nature.

But for a minute let's put ourselves in the position of the man in the car behind, who isn't interested in road signs and probably believes in the traditional error of the uninformed that "advertising is all bunk, anyway."

He sees the sign, not consciously perhaps, but it registers on his brain for a fleeting moment as he flashes by, together with a lot of other mixed-up impressions of signs and posters, good, bad and otherwise, as he drives along. How much of it really got to him?

Driving at a normal rate of twenty miles per hour, a car goes some thirty feet per second. A sign or poster cannot be conveniently seen ahead from an angle greater than 22½ degrees from the line of the car's progress. If parallel to the road and, say, fifteen yards from the side of the road, a sign is usefully visible for only about a hundred feet (up to the point of passing it), a period of three and a third seconds. If at an angle of 45 degrees from the road a little over double the time may be figured.

How much does the driver, occupied with running the car, distracted by passing speeders, and confronted by a dozen such signs or posters—how much does he "get" of any one sign?

The logical solution of the problem is a simplification of the design used on sign or poster—a reduction in the number of things (words or picture) put before the speeding motorist's eye. In working out their ideas along this line several advertisers went to school to the motion pictures.

In the "movies" the titles are thrown upon the screen for a period of one second for each word of the title—a rather long time, possibly necessitated by the slow reading ability of many individuals in the audience However, in this instance, the reader's attention is concentrated upon the message, he wants to get it (and read it aloud to his neighbor!) and he is sitting still, unjolted by road bumps, and undistracted by passing cars, barking dogs or squeaks in the differential gear.

JUST A "FLASH"

At a rough guess, cut this time in half—two words per second—for the motorist, whether passenger or driver and, on the basis of the calculations previously given, it is evident that six or eight words are about all the motorist can grasp as he flashes past a sign. A casual inquiry among motorists indicates that the strongest recollections of posters which they have are those carrying but a few words: "Chesterfield Cigarettes—They Satisfy," "United States Tires Are *Good* Tires," and so on.

It is also noteworthy that those who have gone into this phase of poster design have found that a picture can be more readily grasped than text. From a purely physical standpoint, the eye can take in at a glance much more detail of a picture than of words. A poster that tells its story pictorially can get over more than the one that depends upon text.

All this points to the fact that advertisers recognize that highway advertising has a distinctive purpose, differing from display advertising in other forms, and requiring a distinctive technique and method of presentation. The roadside sign is now being made to fulfill a different function from its old-time predecessor. It has become less a *selling* agent and more a *reminder* or a link-up of other advertising display.

LATE, LIVE NEWS OF THE WEEK

Dorland Agency Has Eleven New Accounts

The Dorland Agency, Inc., New York, is now directing the advertising of the following accounts: Domestic Labor Saving Corporation, Bissell electric cleaner and Quick Wring mop; Keratol Company, manufacturers of leather substitutes; Nast Publications, *Vogue, Vanity Fair, House and Garden;* National Cloak and Suit Company; National Outlet Company; Gilman B. Smith, Inc.; Neil Pearce and Company; Republic Heater and Range Company; Swiss Federal Railroad; Spot-off Company, and the Independent Talking Machine Co.

Texas Co. Advertising With Hanff-Metzger, Inc.

The advertising of The Texas Co., producers, refiners and marketers of Texaco oil products, has been placed in the hands of Hanff-Metzger, Inc., New York. Campaigns will be prepared and placed in general publications, farm papers and the foreign field.

Lowman-Mullican Co. Succeeds Stark-Lowman

The Stark-Lowman Company, Louisville, Kentucky, advertising agency, has been succeeded by the Lowman-Mullican Company, M. B. Lowman and C. N. Mullican having purchased the interests of Thos. H. Stark. M. B. Lowman is president; C. N. Mullican, vice-president, and P. S. Woodson, secretary-treasurer.

Previous to his experience in the agency field, Mr. Mullican was for many years advertising and sales manager of the Kentucky Wagon Works. Mr. Lowman's advertising experience began with Marshall Field & Co., in Chicago, after which he served as advertising manager of B. Nugent & Bros., of St. Louis, and the Stewart Dry Goods Company of Louisville.

McCutcheon-Gerson Advertises Bassick Co. Products

The advertising of the Alemite high-pressure lubricating system, Thomson's graphite penetrating oil, Secret Service auto lock and of the lubricant of the Bassick Manufacturing Company has been placed with McCutcheon-Gerson Service of Chicago. Other accounts being placed by this agency are: Congress Hotel, Red Seal Hair Nets, Morris, Mann & Reilly, Chicago Hairdressers Association; Containers Equipment Company and Mumms Fruit Products Corporation.

More Business for Matteson, Fogarty, Jordan Co.

Matteson, Fogarty, Jordan Co., Chicago, is now handling the advertising of the Hercules Mfg. Co., Centerville, Iowa, stump pullers; Gordon Cloak Company and Berdie Confectionery Co., both of Chicago.

G. M. Ellis Associated With Clarence B. Keemer Co.

George M. Ellis, formerly connected with the Campbell-Ewald Company in both their Detroit and Chicago offices, has purchased an interest in the Clarence B. Keemer Company, of Toledo, and will serve in the capacity of account supervisor and assistant in the solicitation of new business. This company until recently was the Toledo office of the Chas. H. Fuller Company, of Chicago.

Recently the agency added to its list of clients the Michon Manufacturing Co., of Toledo, manufacturers of a brake band adjusting accessory for Ford automobiles. Schedules are being prepared for early release to a list of newspapers, trade and farm publications.

Five More Advertisers With Wood, Putnam & Wood

The Baltimore office of Wood, Putnam & Wood Company is now handling the advertising accounts of Straus, Royer & Strass Company, manufacturers of Nayvee middy wear, Baltimore, Maryland, and of Samuel Kirk & Son Company, silversmiths. National magazine campaigns are being prepared for both these accounts.

This company has also obtained through its Boston office the advertising accounts of the Mossberg Pressed Steel Corporation, Attleboro, Mass.; John Quincy Adams Company, publishers, Boston, Mass., and T. Noonan & Company, manufacturers of lemon cream and hair petrol. Magazines are to be used for the Mossberg account and newspaper campaigns are being prepared for Adams and Noonan.

Huston Thompson Heads Federal Trade Commission

Huston Thompson, of Colorado, on December 1 became chairman of the Federal Trade Commission for a term of one year. Mr. Thompson, who was vice-chairman during the past year, succeeds to the chairmanship under the rule of the commission, which provides for rotation in the office of chairman among the several commissioners. Mr. Thompson was first appointed to the commission by President Wilson in December, 1918, to fill an unexpired term, and in December, 1919, was reappointed for a full term of seven years. He served as Assistant Attorney General of the United States, in charge of the Court of Claims branch of the Department of Justice.

Hazard Agency Gets Four Accounts

The Hazard Advertising Corporation of New York has secured the advertising accounts of the following concerns: Butterworth-Judson Corporation, manufacturers of chemicals and dyes; Electro Bleaching Gas Co., manufacturers of liquid chlorine; Ernest Brewer Co., exporters of flour and cereals, and Chas. F. Lyngaas Co., exporter of automobile accessories.

Burnham & Ferris to Advertise New Invention

The advertising agency of Burnham & Ferris, New York, is to have charge of the account of the Turn-Auto Corporation, New York, manufacturers of a device by means of which an automobile in the garage may be turned on its axis, permitting repairs to be made to the underbody without crawling under the car or getting down into a pit.

A. N. P. A. Plans San Francisco Bureau of Advertising

The committee in charge of the Bureau of Advertising, American Newspaper Publishers' Association, which met in New York Tuesday, November 30, authorized William A. Thomson, director of the bureau, to prepare a plan covering the establishment of a San Francisco office for the organization. This plan is to be presented for the consideration of the committee at the next meeting. It is hoped to have the office under way early in 1921.

The officers of the bureau reported in detail current activities in connection with the development of national newspaper advertising. The outlook for 1921 was regarded as most satisfactory.

A $2,600,000 Chain Store Project

A $2,600,000 chain store enterprise under the name of the Chain Stores Corporation of America was started last week in Baltimore, Md., with offices at 116 East Baltimore street.

Tracy L. Sanborn, Advertising Manager, Moore Pen Co.

Tracy L. Sanborn, engaged in advertising work in Boston for several years, on December 1 became advertising manager of the Moore Pen Company, of Boston. W. F. Cushing, president and treasurer of the company, states that hereafter the advertising, which for some years was taken care of outside, will be handled by the firm's own department.

Toland to Direct Hare's Truck Sales

William G. Toland, formerly an executive in the truck section of the Packard Motor Car Co. of New York, has been made general truck sales manager of Hare's Motors. Mr. Toland came to the Packard organization from the National Cash Register Co.

Sphinx Will Discuss Advertising Rates

At an "Open Forum" meeting to be held Tuesday, December 14, the Sphinx Club, New York, will discuss "What is the Future Trend of the Advertising Rate?"

Marshall Field, Wholesale, Account With Mitchell-Faust

The advertising for Marshall Field & Co., wholesale, Chicago, is now in the hands of the Mitchell-Faust Advertising Company, of that city.

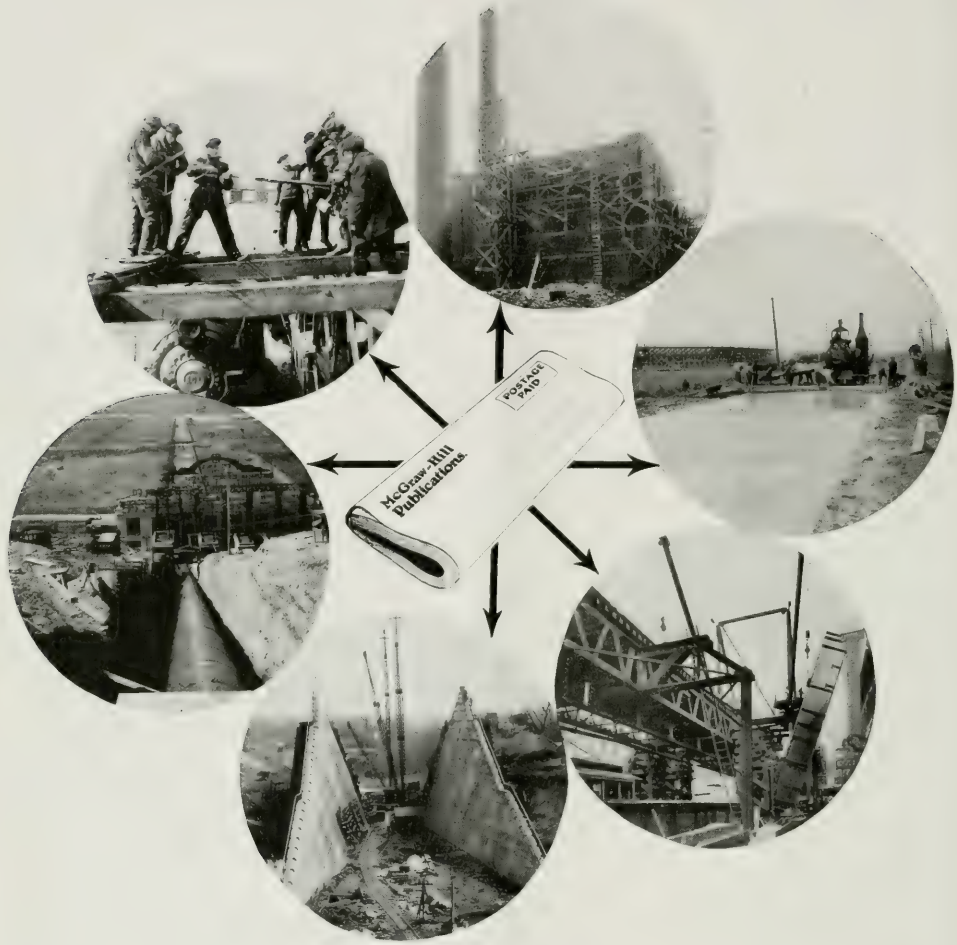
New Accounts for Wm. H. Rankin Co.

The New York office of the Wm. H. Rankin Company has obtained the advertising account of the Green Point Metallic Bed Company, of Brooklyn, and the Chicago office has secured the accounts of the Linn Products Company and International Accountants Corporation, of Chicago. Trade papers, newspapers and magazines will be used to advertise the beds.

Maclay & Mullally Have Jones & Baker Account

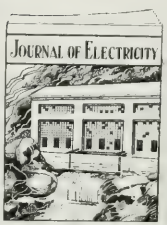
Maclay & Mullally, Inc., New York, on December 1 secured the advertising account of Jones & Baker, New York, securities.

60,000 TIM

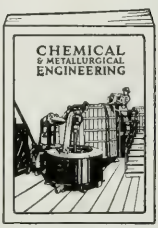

POSTAGE PAID
McGraw-Hill Publications


Electrical World


Electrical Merchandising


Journal of Electricity


Engineering News-Record


Chemical & Metallurgical Engineering


Electric Railway Journal

CS A YEAR

a change of address is made in McGRAW-HILL Circulation Lists

The professional affairs and business interests of many of the 168,000 engineers and industrial executives who read McGRAW-HILL publications, frequently require much travelling and more or less extended stays in many places.

Sixty thousand times a year a change of address is made in McGRAW-HILL circulation lists for the benefit of these influential but migratory readers.

It is important for you to know that responsible engineers and executives are subscribers to our publications.

But it is no less important for you to be assured that your advertisement will carry its message to every project where they may be called, and in which your product thus may play its part.

McGRAW-HILL COMPANY, Inc.

Tenth Avenue at 36th Street, New York, N. Y.

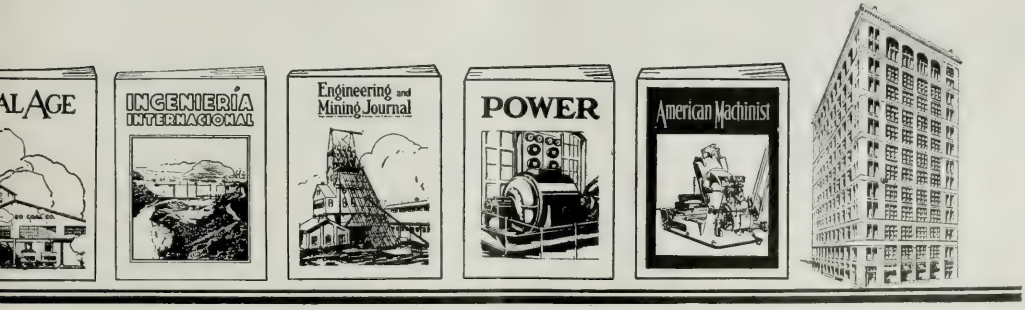
Power
Coal Age
American Machinist

Electrical World
Journal of Electricity
Electrical Merchandising

Ingenieria Internacional
Electric Railway Journal
Engineering News-Record

Engineering & Mining Journal

Chemical & Metallurgical Engineering



Does Your Letterhead Help?

Few Business Houses Are Making Effective Use of a Most Effective Advertising Medium

By C. L. EDHOLM

THIS morning I received a letter that told a story of decided interest before I had time to read the text. It concerned a new device for hauling goods, and the principle on which it operated was clearly set forth in an outline drawing that formed a feature of the letterhead. It saved a page of explanation which if put into typewritten paragraphs might not have "got across." It was not only convincing to the prospective buyer, but a reminder that would impress the man who understood the proposition.

THE LETTERHEAD LASTS

The question presented itself to me: How much does the average letterhead tell? I looked over my files to see what use the business man is making of one of the most effective advertising mediums. For it is effective. The letter seldom shares the fate of a circular—a hasty glance and a resting place in the waste basket. The letter is read; the reply is dictated with the message in sight for reference, and the filing cabinet receives it, if it is of any importance. Hence it may be seen not only once but several times, and it can be found easily in case of need. This is not the case with circulars or booklets, except in unusually well systematized offices where there is a special cabinet for filing advertising matter.

On looking through the last hundred letters from manufacturers, merchants, publishers and men in various lines of business, I was impressed by the neglect shown by the majority to make use of the letterhead to convey a definite impression. Many were examples of artistic taste; neatly embossed lettering on excellent stock. But while artistic taste is pleasant to encounter, and a social asset, it does not sell motor trucks or cheese or hardware. Other letterheads did not have even that recommendation, but were unskillfully printed and adorned with blurred cuts or meaningless scroll work. Their impression was negative or bad.

More interesting were the remaining letters that conveyed an impression, forceful, subtle or informative. Of the latter type was the letterhead of a dealer in automobile accessories and supplies in a Western city of the second class. It carried a diagram showing a bird's-eye view of the business section, with the location of his garage marked in red. The main automobile route through the city was also printed in red, together with the two leading hotels. Thus the prospective buyer of auto supplies, who would presumably arrive in his car, was shown at a glance how to find this establishment.

SOME GOOD EXAMPLES

Information is conveyed by the letterhead of a manufacturer of an apparatus to use with the telephone. A small but clear picture of the device in use occupies the upper left corner. Below that is an imposing list of corporations that make use of it. This tells a complete story; what the device is; how it works, and the extent to which it has been adopted by practical business men.

The diagram of a rocking fifth wheel for motor vehicles used on the letterhead of the Martin Ricking Fifth Wheel Company and trailers is packed with information. It shows the details of the fifth wheel, and also how it operates in handling a semi-trailer on uneven and level ground. The flexibility of the coupling is the point emphasized, and the message is conveyed at a glance. This forms the upper third of the correspondence paper of the manufacturer.

Letterheads sometimes make use of more elaborate engravings to picture the goods they are selling. The Stewart-Warner Speedometer Corporation has seven accessories depicted on the left margin of its letter paper. On the reverse is a large engraving of the factory. The latter suggests the magnitude and financial solidity of the concern.

Several corporations emphasize this idea, making a feature of an elaborate engraving of the plant or office building, to indicate that they are prosperous and responsible.

Others lay stress on the goods they offer. Thus the Harvey Motor Truck Works has a small but very sharp engraving of one of its heavy trucks at the top of its letterhead. The International Motor Company carries the trade-mark of its trucks, the Mack and the Saurer, printed in blue and red, respectively, to each side of the firm name and address. This is but the beginning, however, for this concern sends a double sheet of letter paper, folded once, and the reverse carries large and attractive cuts of six types of heavy trucks. This arrangement leaves ample space for correspondence on two full-size letter pages, with double page advertising on the back. It goes into the letter file and is not likely to be overlooked.

Here is a very effective method of using the correspondence to help sell goods. It allows space for a comprehensive advertising announcement, yet it avoids cheapening the appearance of a letter by printing too much text on the face. It is more effective than enclosed circulars, as the latter are often left unread and are often filed in the waste basket.

THE TRADEMARK ON THE LETTERHEAD

Sometimes the letterhead forms part of a campaign to popularize a trade-mark. The New York Edison Company has its quaint figure with powdered wig, silk stockings and eighteenth century costume, a livery that stands for service, and in this case for "Edison Service." It is found on the letterhead, as well as on most of the company's booklets and other advertising. The Fisk Rubber Company with its delightful "Time to re-tire?" kiddie, features a well-known advertising figure on the letterhead. These trade characters, such as Aunt Jemima and the Gold Dust Twins, are usually of a genial, good-natured and humorous sort, and their appearance on a letter may have its pleasant effect upon the reader, the equivalent of the smile and the handshake with which you begin a business talk, face to face. In that way, a twofold advantage results from placing such characters upon the firm's stationery.

Every sheet of paper that goes out of an office should help the business. With the present shortage of paper and its climbing price, it is more timely than ever to find the right answer to the question, "Does the Letterhead Help?"

George W. Peck Dead

George W. Peck, former editor of the Auburn, N. Y., *Daily Advertiser*, is dead. He conducted the paper for more than a quarter of a century.

The Farm Journal

Over 1,050,000 This Month



"PEACHES" AT CHRISTMAS TIME

To over 1,050,000 of Our Folks, "Peaches" carries the holiday message of The Farm Journal's editors. It is not just a pretty cover, this photograph, but a Christmas greeting of one friend to another—outward and visible expression of a personality that, for forty-three years, has been helping all agricultural America to happier living and fatter pocketbooks.

Shall We Have a Sales Tax?

A Survey of Recent Arguments Put Forward For and Against the Proposal

ALTHOUGH there is little prospect of the proposed sales tax being enacted or even brought up for discussion at the coming short session of Congress it has already become a subject of as wide public interest and of as much public debate as if it were going into effect tomorrow.

To date more arguments pro than con seem to have been put forth. A review of some of them may be of service.

Of course the argument which has had the strongest appeal for business men is that it will supersede the present obnoxious excess profits tax—though that is by no means certain.

One of the most emphatic advocates of a sales tax is Jules S. Bache, a New York banker, whose views on the subject have been previously quoted in the columns of Advertising & Selling.

Mr. Bache's plan is that every person desiring to conduct a business operation of any kind in the United States take out a license at an annual fee of $1. Each licensee would keep a record of transactions and, at the end of each month, each one whose sales exceeded $500 would send a check for 1 per cent of sales to the tax collector with a statement of sales. At the end of the year he would send a recapitulation of sales for the year with a check for any balance of the 1 per cent due or a claim for refund if his total business were less than $6,000, the least amount to be taxed. The limit would exempt the majority of the farmers and all labor, he says, but these would acquire their stake in the upkeep of the country by having the tax passed on to them when they made purchases.

REASONS IN FAVOR

Mr. Bache states among his reasons favoring the tax these:

"It is a complete change from the present system and meets all objections to the prevailing methods. It is simple where the present system is distressingly complicated. It will produce ample revenue whereas the taxes now imposed, as profits and incomes decline, must fall below amounts required. It will stop capital from hiding in tax-exempt securities. It will restore competition, enterprise and individual initiative, now smothered to death by the pursuit of the tax gatherer. It will not increase the price of commodities beyond an average of 2½ per cent, whereas now taxes increase prices nearly 25 per cent. Consequently, it will tend to reduce present prices to a marked degree. As it will be passed along to the consumer, millions of people will pay the tax but nobody will feel it."

"Authorities," says a recent issue of *Tobacco*, discussing the sales tax issue, "have calculated that this method of taxation, together with certain excise taxes, Customs House duties on imports and possibly surtaxes on certain classes of incomes that can be defined as unearned income would provide a revenue of more than $4,000,000,000 a year, sufficient to meet the needs of the government, if a reasonable degree of economy is practiced at Washington."

But the arguments are not all pro. In addressing a meeting of 1,200 business and professional men gathered at the Astor Hotel, New York

Quantity

Guarantees Quality!

The fact that the city circulation of The Kansas City Star equals the number of families in Greater Kansas City signifies more than the numerical advantage of reaching "everybody in town." It reflects the editorial worth and fundamental rightness of The Kansas City Star according to the judgment of the 450,000 residents of Greater Kansas City. It is a vote of public confidence.

To the buyer of advertising space it is a guarantee not simply of maximum circulation but of maximum attention from the individual subscribers composing that circulation.

THE KANSAS CITY STAR

Average Net Paid Circulation during October:

Morning	Evening	Sunday
212,275	216,230	217,196

Chicago Office, 1418 Century Bldg.

New York Office, 2 Rector St.

on the occasion of the fifty-fourth meeting of the Economics Club on the evening of November 29, Professor Thomas S. Adams, who occupies the chair of Economics at Yale and is a tax authority associated with the United States Bureau of Internal Revenue, and Fayette R. Plumb, a Philadelphia hardware manufacturer, both declared that a 1 per cent sales tax would be a great hardship in the case of the one process manufacturer or merchant in competition with the large industry which could perform the multiple steps of a process between raw material and delivery of the finished product to the consumer, and thus pay the tax once on the whole operation, while each small man would have to add it to the cost of the particular step he performed.

"We have no business," argued Professor Adams, "to encourage combination by a tax law and to enact a premium for the elimination of the small man. I am opposed to a bounty for a group of men who can combine processes."

In addition, Professor Adams insisted that it was a "political impossibility" for this new tax to "poke out" the excess profits tax. "What you are going to do," he said, "is to add the complexities of the one to the complexities of the other and have the two side by side."

To the Professor's objection to "giving a bounty to a group of men who can combine processes," the New York *Times* makes the pertinent editorial reply, "If a tax bounty on efficiency is objectionable, is not a tax bounty on inefficiency more objectionable?"

In the meantime trade bodies like the National Jewelers' Board of Trade have declared in favor of the sales tax and a commission of the American Bankers' Association has enumerated it among the cures proposed for present tax evils.

K. H. Rohrbaugh Dead

K. H. Rohrbaugh, connected with the advertising department of the Western Electric Company, New York, committed suicide November 23, in the William Penn Hotel, Pittsburgh, by shooting himself. Mr. Rohrbaugh was thirty-five years old, and had been away on sick leave due to a nervous breakdown. He was formerly a member of the Poor Richard Club, and served during the war in France. His home was in Canton, O.

Large Christmas Trade Will Check Deflation, Maxwell Believes

William Maxwell, vice-president and general manager of the musical phonograph division of Thomas A. Edison, Inc., in a letter recently addressed to dealers makes the following statement:

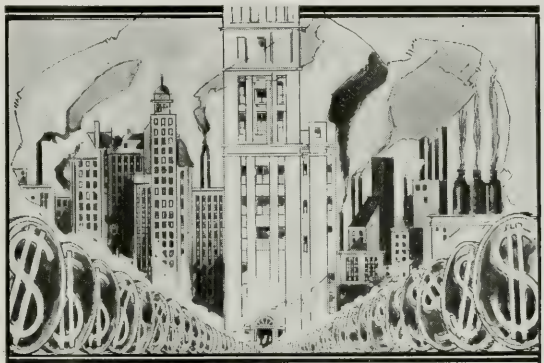
"The present curtailment of merchandise production, with evidence already apparent that the belated Fall buying by the public is about to begin and will probably develop into a large Christmas trade, makes me believe that there may be a shortage in many lines of goods after Christmas. This shortage, if it occurs, will do much to check the price deflation which some people anticipate after Christmas in certain lines of merchandise, and will tend to stabilize prices and excite consumer demand. I cannot agree with those who see nothing but a steady downward revision of prices until pre-war levels are reached. It seems to me that the curve of price deflation, instead of being steadily downward, will fluctuate, and that the curve will have some 'ups' as well as 'downs' in it."

Toy Business Has Increased Fivefold

The making of toys has increased fivefold in the United States since 1913, according to W. A. Coleman, a director of the Toy Manfacturers of the United States. In 1913 this country was turning out $20,000,000 worth of toys yearly and today the business has reached the $100,000,000 mark. The industry employs about 10,000 workers.

Belgium's Imports From U. S. Large

Belgium's foreign trade for the first eight months of 1920 was valued at 13,282,598,000 francs. Imports totaled 7,615,774,000 francs, and exports 5,666,824,000 francs. Imports from United States during the first eight months were valued at 1,289,454,000 francs, and exports to United States at 205,851,000 francs.



LOUISVILLE'S BANK CLEARINGS *and* TRANSACTIONS

Louisville's general prosperity is evidenced by the Bank Clearings and Transactions reported November 13th by the local branch of the Federal Reserve bank (the date Nov. 13th is selected simply because it is the last statement we can use and prepare copy in time for this issue); the figures follow:

Day's clearing Nov. 13th	*$4,052,598*
Week's clearing ending Nov. 13th	*27,484,434*
Day's bank transactions Nov. 13th	*11,655,372*
Week's bank transactions ending Nov. 13th	*66,043,049*
Clearings Jan. 1st to Nov. 13th	*1,369,110,508*

Kentucky's bank deposits have increased nearly 50% in the past three years; many new factories have brought additional capital to the state. Louisville is the recognized "Gateway to the South" and one of the South's largest trade centers.

National advertisers who wish to reach the buying population of this prosperous section will do well to emulate the merchants of Louisville, who give the greater part of their morning newspaper advertising to the newspaper with the largest morning circulation,

The Louisville Herald

Kentucky's Greatest Newspaper

Eastern Representative: Kelly-Smith Co., Marbridge Bldg., New York
Western Representative: John Glass, Peoples Gas Bldg., Chicago
Southern Representative: Geo. M. Kohn, Candler Bldg., Atlanta
Pacific Coast Representative: R. J. Bidwell, San Francisco, Cal.

ONE OF THE SHAFFER GROUP OF NEWSPAPERS

James W. Wood With Fred M. Randall Co.

James W. Wood, Chicago advertising man, has gone to Detroit to become associated with the Fred M. Randall Company in the position of assistant to the president and account executive. He recently resigned from the Green, Fulton & Cunningham Company, with which he has been connected for the past three years in the Chicago office.

Mr. Wood has been advertising manager of Carson, Pirie, Scott & Co., Hillman's Department Store, and The Hub, of Chicago. Previous to his entering the advertising agency field he was sales and promotion manager of the National Railways Advertising Co., with headquarters in Chicago.

Joins J. R. Mayers Co.

The J. R. Mayers Company, New York, has added to its staff H. J. Jaediker, formerly of the Federal Advertising Agency, New York.

Sharpe Edits Southern Journals

R. Lee Sharpe, for fifteen years owner of Sharpe's Modern Printing Plant of the South, and for one year in Chicago studying advertising, is now with The Southern Periodical Press, of Atlanta, publishers of *Refrigeration, Southern Talking Machine Dealer* and *Southern Funeral Director*, being the editor of the latter two.

Miss Thornburgh to Edit Harry Levey Films

Miss Laura Thornburgh has been appointed to the position of editor-in-chief for the Harry Levey Service Corporation, New York. Miss Thornburgh has been identified during the past two years as scenario editor of the motion picture section of the Department of Agriculture, and bears the distinction of having assisted in the editing and titling of about 30,000 feet of film during the past eight months. Prior to her affiliation with the Department of Agriculture she was editor of the woman's page and dramatic critic of the Knoxville, Tenn., *Sentinel*.

Thomas B. Spencer a Suicide

Thomas Beatty Spencer, recently connected with the Association of Foreign Language Newspapers, and former advertising manager of the *Sun*, *Tribune* and Paris edition of the New York *Herald*, was found dead in his room at the Hotel Brevoort, New York, with a bullet wound in his right temple, last Saturday, November 27. A revolver was lying on the floor.

Mr. Spencer, who was about 50 years old, was born in Ohio and was with the Chicago *Tribune* for many years before he came to New York.

Cleaveland A. Chandler Gets a "Write-up"

In a recent edition of a Boston newspaper, a unique story is told of Cleaveland A. Chandler, vice-president of the Amsterdam Agency, Inc., together with a caricature of him. Mr. Chandler lays claim to the singular coincidence of having had his maternal and paternal grandfathers as members of the electoral college which made Lincoln President of the United States in 1860. Although the two "grandfathers" were acquainted with each other at the time, "Cleave's" mother and father had never met.

Arthur J. McElhone Joins Byron G. Moon

Arthur J. McElhone, recently business manager of the Curtis Business Papers, Inc., New York, has become associated with the Byron G. Moon Co., advertising agency, of Troy, N. Y. Mr. McElhone, previous to his connection with the Curtis Papers, was publicity manager of the Class Journal Publications.

Paint Manufacturers Elect

The Paint Manufacturers' Association of the United States at its annual meeting held at the Hotel Astor, New York, November 18 and 19, elected the following officers: S. Rosenthal, president; H. W. Rice, first vice-president; D. A. Kohr, second vice-president; G. B. Heckel, secretary-treasurer, and A. E. Clerehew, C. R. Cook, S. R. Matlack, H. O. True and M. G. Bennett, directors.

Edwin Bird Wilson, Inc., Adds C. V. Burger

Carl V. Burger, who organized and directed the School of Painting in the A. E. F. University at Beaune, France, has joined the Edwin Bird Wilson, Inc., advertising agency, as assistant to Robert Ball, art director. For three years Mr. Burger was on the art staff of the Boston *Post*, and since the war has been in commercial art work.

Play Written by Chicago Advertising Men

Hiram Moe Greene, editor of the *Woman's World*, and Joseph H. Neebe, vice-president of the Charles Daniel Frey Company, have written a play entitled "Something for Women," an American business comedy, and have sold it to A. H. Woods for production.



Schumann Again Heads Varnish Men

Carl J. Schumann, of the Hilo Varnish Company, Brooklyn, was re-elected president of the National Varnish Manufacturers' Association, at the annual meeting of that organization, held at the Hotel Astor, New York, November 16. Other officers elected were: A. L. Phillips, first vice-president; E. H. Hancock, second vice-president, and G. B. Heckel, secretary-treasurer. Arthur J. Davis, Charles J. Rowe, W. R. Carnegie, J. H. McNulty, Henry Calman, O. A. Hasse and James B. Lord were made directors.

Heads Leach Auto Sales

R. P. Pennock has been made sales manager of the Leach Biltwell Motor Company, Los Angeles, Cal., builders of the Leach Six

Underwood Leaves Moore Push-Pin Co.

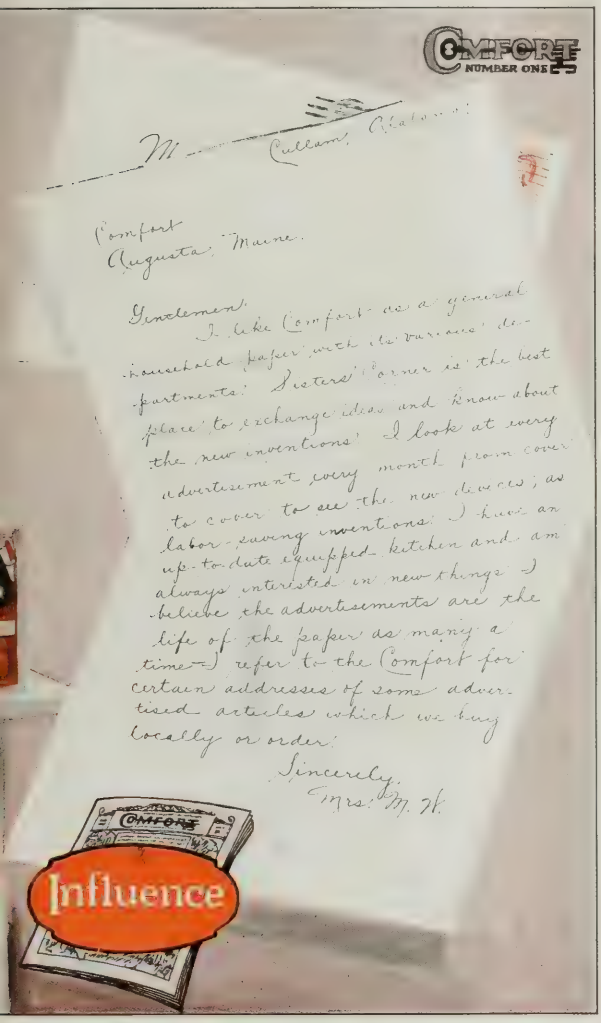
P. G. Underwood, for the past twelve years assistant general manager and sales manager of the Moore Push-Pin Co., Philadelphia, has left that organization and has formed his own company in Philadelphia under the name of the Underwood Glass Pin Company.

Wacaser Directs Butler Motor Publicity

George Wacaser, formerly in the advertising department of Montgomery, Ward & Co., at Kansas City, Mo., has been placed in charge of publicity for the Butler Motor Company in that city.

Made Miniature Lamp Sales Manager

Arthur O. Perlitz has been appointed sales manager of the Miniature Incandescent Lamp Corporation of Newark, N. J.



Sebring to Direct Dress Advertising

W. H. Sebring, recently with the Fonda-Haupt Co., New York, advertising agency, and for a number of years advertising manager of *Nugent's Bulletin*, has become advertising manager of M. & H. Rentner, New York, dresses.

Sherwin-Williams and Butler Bros. to Hold Sales Conventions in New York

The Sherwin-Williams Company of Cleveland, Ohio, will hold its annual sales convention in New York from December 20 to 23.

Butler Brothers, of Chicago, will hold its sales convention this year in New York on December 27.

Chicago to Exhibit Financial Advertising

The Financial department of the Chicago Advertising Council announces that on December 10 it will stage, at the Morrison Hotel, an exhibit of the financial advertising of the local financial institutions, including the display of the four prize-winning exhibits shown at the recent Indianapolis convention and at the Washington convention of the American Bankers Association. There will be a luncheon and a dinner meeting on that occasion. In the evening the speaker will be William Johnston Rose, business counsellor, of Cleveland.

Goodyear Sales $206,000,000 for Year

Sales of the Goodyear Tire & Rubber Company, Akron, O., for the year ended October 31, last, totaled $206,000,000, as compared with $168,900,000 for the year previous. Export sales in 1920 reached $15,000,000, not quite double the $8,000,000 sales for 1919.

Brown Shoe Sales $37,307,526

The Brown Shoe Company for its year ended October 31 reports net sales of $37,307,526 and net profit for the year of $362,152. The company's total surplus on October 31 was $1,785,451.

Fisher Body Sales Show Large Increases

Sales of the Fisher Body Corporation for the first quarter, ending July 31, 1920, totaled $22,627,000, as compared with $8,369,000 for the corresponding three months of the previous year. In the second quarter sales totaled $23,632,000, compared with $12,831,000 for the same quarter in 1919.

Agency Would Publish Mr. Bourne's Article

Indicative of the practical excellence of Humphrey M. Bourne's articles appearing in ADVERTISING & SELLING is a letter from a New York advertising agency asking permission to reprint and bind "Is Your Advertising Real Salesmanship?" which ran in the October 9 issue. The letter is as follows:

LOUIS J. GOLDMAN, INC.
Mr. Humphrey M. Bourne,
Care Advertising & Selling,
471 Fourth Avenue,
New York City.
Dear Mr. Bourne:

I had the pleasure of reading your article on page eight in ADVERTISING & SELLING and consider it the best thing that has been written to date in reference to this much-abused proposition.

With your permission, I am going to have it reprinted and bound, not only for every man in my organization, but for clients we have on our books.

Yours very truly,
LOUIS J. GOLDMAN, INC.,
(Signed) LOUIS J. GOLDMAN.

LJG:MIH



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer?

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

The Man Who Says "Uneeda Biscuit"

Alfred C. Mace, Jr., Advertising and Sales Manager of the National Biscuit Company, Creator of Display Successes

By E. WALTER OSBORNE

THERE is a story told in advertising circles of a well-intentioned but misguided clergyman who, when asked to give an inspirational talk before an advertising club in a Western city which shall be nameless chose as his subject that ancient bromide about the rolling stone that gathereth no moss.

Perhaps only an advertising man will understand the excuse that the president of the club—a gentleman with a defective sense of hearing and a weakness for jumping at conclusions—had for announcing that "Dr. Blank would speak on the subject, 'A non-rolling stone becometh a mossback'."

FOR EXAMPLE—MR. MACE

Considering the fact that the president himself, who had been advertising manager for one firm for ten years, held the club record for length of service in a single position, and considering the tradition of job-changing that holds among advertising men the mistake was perfectly natural.

After the president had dilated upon that tradition in a ten-minute introductory speech which, to the clergyman at least, was a revelation (the story goes on to say) the Rev. Dr. Blank, being either a sport or a bit of a "trimmer," rose to the occasion and delivered a suave and successful extemporaneous address on the subject thrust upon him.

Had we been that clergyman we would have stuck to our muttons and, in ringing tones, called attention to the case of Alfred C. Mace, Jr., advertising manager of the National Biscuit Company, to prove that that president and the members of that club and all like-minded advertising men are following a wrong tradition.

Mr. Mace, as advertising manager of the National Biscuit Company, started on that long, long trail whose only turning has turned him into the position of combined advertising and sales manager in 1909. He has been advertising manager for eleven years and if he is a mossback then Jonah was a second George Washington.

But before we go ahead to disprove Jonah's right to the cherry tree title, let us hesitate long enough to say that Mr. Mace is a mossback about one thing. He has the oldest of old-fashioned ideas about personal publicity and, acting upon the principle that an advertising manager should be heard and not seen, could only with difficulty be persuaded that a personality story cannot be developed out of an interview conducted over the telephone.

STARTED AT $40 A MONTH

The telephonic prelude instructed us in the fact that Mr. Mace is an exceedingly busy man. Later we had an opportunity to learn from him just how busy a man he has been since, way back in 1900, he left a small advertising business of his own in Chicago to work for the National Biscuit Company at the age of eighteen as a clerk in the Package Department at all of $40 a month.

Other things biographical we



ALFRED C. MACE, JR.

learned: That he came to the Chicago office of the N. B. C., then the main office, with the intention of joining its advertising staff and took the humble clerkship when the advertising job couldn't be found; that he showered John D. Richardson, then advertising manager, with advertising ideas and sketches until one day a number of car cards, featuring the celebrated Zu Zu clown, persuaded Mr. Richardson to accept the inevitable and attach the young man to his staff; that Mr. Mace subsequently became head of the art department, where he remained until, with the moving of the N. B. C. headquarters to New York, he was made advertising manager; that he continued to hold that title until, last September, he was instructed to add to it the title of sales manager and placed in control of N. B. C. distribution.

So much constitutes the "what"; now for the "why." One of the first causes of his success is simply a talent for drawing and for seeing the value of simply constructed display designs in advertising. Out of that talent have been built the car cards, the counter cards, the posters, and hundred-and-one other forms of clean-cut, bold, compelling display for which the National Biscuit Company is famous in the advertising world. For advertising men who can "read behind" these crisp, sharp messages which tell an effective story at a glance, it is not hard to draw a picture of the kind of man who produces them—a big, quick-thinking, decisive man, whose executive forcefulness of character is softened by a touch of temperament that is essentially Latin—as witness the art sense that has dictated or approved so much that is markedly artistic in the N. B. C. copy output. A six-feet-and-some-inches smiling man, with reddish hair that has receded a little way from his forehead, reddish mustache, brown eyes, a frame that is heavy, yet suggests lightness.

But there is another A. C. Mace who must be gotten into the picture—a man with a remarkable grasp of detail and a keen sense of "follow-through," responsible for what is probably the best system of follow-up advertising in the ranks of national advertisers. A phase of this advertising that is illustrative of the thoroughness of the whole system is the use by N. B. C. salesmen of folders setting the monthly advertising effort of the company before the dealer. This was described by W. S. Allison, of the N. B. C. advertising department, in an article headed "Advertising Your Advertising to Your Most Difficult Prospect," which led the August 14 issue of Advertising & Selling.

Has Remarkable Memory

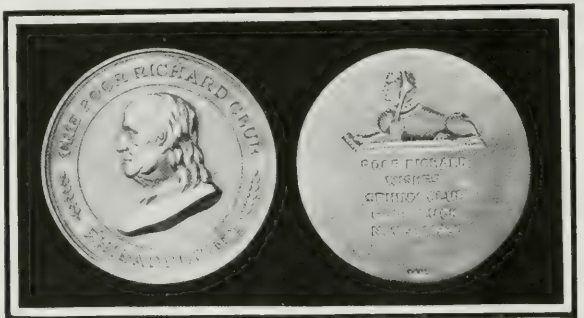
In Mr. Mace's case thoroughness goes with quickness. They still tell a story over in the big National Biscuit Company headquarters at Ninth avenue and Fifteenth street, New York, of the genesis of the famous old oyster man opening oysters who means "Oysterettes" to readers wherever National Biscuit products are sold.

The late president of the National Biscuit Company, A. W. Green, impatient to the point of eccentricity in some respects, suddenly decided late one afternoon that he wanted to advertise Oysterettes. He called in Mr. Mace, explained what he had in mind, and asked how soon ideas and sketches could be submitted.

"To-morrow," said Mr. Mace.

That night he completed, in its entirety, a three-sheet poster of the old oyster man. It was promptly accepted and has since become one of the company's best poster assets.

Part of this quickness of execution comes from quickness of absorption. Mr. Mace has an envied reputation for lightning speed in digesting facts, ideas, data in reports, all the mass of printed matter that comes to an advertising manager's desk. Furthermore, once absorbed, the essentials "stay put," for he has a tenacious memory.



The Sphinx Club of New York wishes publicly to express its appreciation of the spirit of good-fellowship shown by The Poor Richard Club of Philadelphia in the presentation of this master medallion at the dinner given by The Sphinx Club to The Poor Richard Club, at the Waldorf-Astoria Hotel, November 9, 1920.

R. F. R. Huntsman

President
Twenty-fifth Anniversary Year

Probably, if the advertising manager of the National Biscuit Company, who is now also its sales manager, would tell of what contribution to advertising he is proudest, he would speak of his success in putting life and action into car cards. The art, the realism, the striking display qualities of National Biscuit Company car cards blazed the way for the establishment of present standards in this form of advertising.

DIFFICULT TO LABEL

Prolific of ideas that have to bear fruit in new advertising or new sales methods, Mr. Mace does not feel the need of any compelling avocation with which to "fill in." He is a voracious reader—favoring works on history and art. He travels around a good deal—but generally on N. B. C. business bent. He is married and when he is at home is to be found, "out of hours," at White Plains, where he has just acquired an attractive new place on the decoration of which he has spent many thoughtful hours.

It is difficult to classify and to label this big, Latin-minded Canadian-born American artist-business man. Like most geniuses he is a rule unto himself—which does not mean, of course, that the example of his success cannot be cited in formulating rules for others who would be successful. We have formulated no rule, but let us point out once more to advertising men who come and who go that Alfred C. Mace, Jr., has been going on as advertising manager of the National Biscuit Company, if not "forever," for a period that will seem like "forever" to the minds of many of those who follow his profession,

—And that Jonah is completely disqualified.

Roy Durstine and Anderson Pace to Address Triaders

Roy S. Durstine, secretary and treasurer of Barton, Durstine & Osborn, New York advertising agency, and Anderson Pace, director of research for the *Christian Herald*, New York, will be the principal speakers at the monthly meeting of the Triad League, to be held at the Advertising Club, December 11. Mr. Durstine will speak on "Making Advertisements Pay," and Mr. Pace will talk on "Advertising Research."

Advertising Films at Rialto, Dec. 9

A private showing of two screen sales stories, "Shoeing the Horse of Progress" and "Blowout Bill's Busted Romance," just released for national distribution by the Kelly-Springfield Tire Company, will take place at the Rialto Theatre, New York, Thursday, December 9, at eleven o'clock in the morning. Presentation of business or personal card will secure admission.

Kobbe to Advertise Willard Fountain Pen

The Willard Pen Company, manufacturer of the Willard fountain pen, has placed its advertising in the hands of Philip Kobbe Company, Inc., New York. A trade campaign and newspapers will be used.

Concord, N. H., Publisher Suffers $150,000 Fire Loss

Edward J. Gallagher, publisher of the Concord, N. H., *Daily Patriot*, sustains a loss estimated at $150,000 as a result of a fire, November 30, which heavily damaged his newspaper plant and which almost destroyed White's Opera House block, also owned by him.

Mutual Service Will Advertise American Ventilators

The American Ventilating Company, Pittsburgh, Pa., makers of the American-Larsen suction ventilator, has placed its advertising in the hands of Mutual Service Advertising Agency, New York. For the present advertising probably will be confined to architectural, building and heating and ventilating papers.

Elgin Stove & Oven Account With Cramer-Krasselt Co.

The Elgin Stove & Oven Co., of Elgin, Ill., has recently opened a campaign through the Cramer-Krasselt Co., of Milwaukee. This will consist of advertising through trade papers and also direct-by-mail advertising.

Ask

EVERSHARP

They Know

The Wahl Manufacturing Company see the point of urging the merits of the EVERSHARP pencil to the million and a half active men and women who read the nine magazines comprising The All Fiction Field

The

ALL FICTION FIELD

"The Field of Greatest Yield"

Published by

Doubleday, Page & Co. **The Ridgway Company**
The Frank A. Munsey Co. **Street & Smith Corporation**

1,560,000 A. B. C. Circulation

Telling About the Product in Your Advertising

The Eastern Mfg. Co. Campaign Conveys Valuable Information to the Trade

By C. M. WHITE
Statistical Department, the Business Bourse, New York

A FEW years ago an unusually enterprising "inventor" placed on the market some very attractive "leaf tobacco" which later proved to be, upon examination by the deluded purchasers, naught else than ordinary brown paper pressed into leaves and heavily impregnated with tobacco infusion.

History does not record whether this individual gained inspiration from P. T. Barnum's wise grip or whether he first saw the light of day near the home of the wooden nutmeg. One of the "ultimate contributors," however, observed that the man who fabricated that combination must have been trying to meet the demand for "light" leaves.

The fact that paper plays many parts in life—business, social and cultural; that it is a staple which mankind finds general interest in is perhaps one of the many reasons for the modern manufacturer desiring to individualize his product. Paper is water-proofed and pressed into rails, it is used in car and locomotive wheels and hydraulically pressed up to a 500-ton pressure—all resemblance to paper is lost and in looks, grain, weight, density and solidity it approximates fine metals.

For this purpose it is well adapted because it withstands the shocks and violent vibrations to which wheels are subjected.

Good, serviceable clothes that will last until they are out of style can be made from paper yarns and sold at low prices. This industry is reported to have been developed in Japan and Germany where it is said one can buy a pair of paper socks that will wear like boards for two cents.

As advertising in all its varied forms takes front rank as one of the great forces in the nation's activities, paper becomes still more important and more worthy to take its place as a legitimate vehicle for the expression of ideas and qualities in printing. But the average printer, the lithographer, the paper merchant and the paper user—that is, the advertiser himself—only in recent years have come to appreciate that they do not know enough about the paper they buy; that specific data should be supplied by the paper manufacturer so that their own estimate of a paper's range of suitability may be backed up by scientific standards worked out at the mills.

TO INFORM THESE GROUPS

To this end the Eastern Manufacturing Company, makers of Systems Bond, launched an advertising campaign, one of the largest ever developed by a paper manufacturer, more than a year ago in which the central thought was the laying before the paper buyer, and paper user, a knowledge of paper-making facts—an "opening of the flood gates," as it were, frankly disclosing to all the processes through which Systems Bond passes from the raw to the finished product, in order that buyers might better realize that they could purchase this paper with an accurate record of the facts before them. The initial objective was that a better knowledge of what paper is and how it is made helps consumers in selecting their papers.

In opening this campaign the makers of Systems Bond decided to give a straight-forward presentation of facts—to lay the whole story of the manufacture of this brand before the consumer. To this end, one of the first pieces of a series, following the appearance of full-page advertisements in the *Saturday Evening Post, System, Literary Digest, Collier's*, the *American* and *Metropolitan* magazines was a twenty-eight page book, the "Modern Manufacture of Writing Paper," in which the printer was asked to take his customers for a tour through a paper mill "in book form." It told of the material that goes into paper, the plant back of it, the processes involved in the manufacture, the resources that keep costs low, etc.

Describing in an interesting and popular style the romance of paper-making, historical and modern, this book tells how the center of the paper industry shifted to the forests of New York and New England—favored districts which furnish sufficient spruce wood to manufacture three-fifths of the wood pulp of this country; the relation of water-power to paper-making, not only in reducing the cost of transportation of logs but also for actual power at the mills—that in the United States more than sixty per cent of water power utilization is devoted to paper manufacture.

INSTITUTIONAL NOTE DOMINATES

In the opening note of this campaign of institutional advertising, which had for its object the establishing of national recognition as well as the building up of a constantly increasing consumer demand, prospective users of Systems Bond had the thought impressed on their minds that the Eastern Manufacturing Company is a self-contained paper organization—that it owns and controls over 300,000 acres of spruce forest, its rag and wood pulp mills, its electro-chemical works and its paper mills; that this control of raw materials, a large volume of output, self-completion of every process from rag-sorting to the careful loft-drying of the finished sheet—all combine to assure low material and operating costs—and, what is of still greater importance—quality controlled from the source.

The advertisements appearing in the national publications touched on different steps in the manufacture of paper, as, for example, that skill and experience, as well as the control and selection of raw materials, are necessary to produce paper of unvarying quality and uniform composition.

Each advertisement in the first series of seven shows a successive step in the process, accompanied by interesting illustrations, beginning with the felling of the trees and unloading of the carloads of rags up to the stage where the wet pulp flows out onto an endless mould of fine wire cloth in the paper-making machine and the film left on the surface takes on the form and appearance of a continuous sheet of paper.

With the story of paper-making processes as a background in each advertisement, the watermark of Systems Bond was emphasized—"the

sign by which this paper can be identified—a standard bearer for a group of papers—all produced under the same advantageous conditions, and including the well-known Pilgrim, Transcript and Atlantic marks."

The slogan adopted by the company is, "The Rag-Content, Loft-Dried Paper at the Reasonable Price." This in a sentence tells how this sheet fills the gap between high and low-priced papers, for the situation confronting the printer, lithographer or paper consumer has long been a familiar one to the craft—namely, that in attempting to select a nationally advertised bond paper and get the results wished for, one has found the range extremely limited—on the one hand the choice lay in the direction of cheaper grades and on the other, bonds which ran into money.

In direct matter sent the printer and lithographer it was also brought out that when he is submitting an estimate for any given job his task is simplified when a standard, mill-marked nationally-known paper is specified—for then he can bid on the basis of service alone.

HELPFUL "DIRECT" MATTER

Some of the direct matter sent printers and lithographers consisted of a series of envelope enclosures, with space for customer's imprint, to be sent out with their letters, statements, bills, etc., to paper consumers.

The campaign was planned at the outset to be a broad, continued one and a foundation laid for a long, steady, substantial pull—thus fulfilling the request of a large majority of printers interviewed in an investigation, who had expressed a wish that some one would start a campaign of paper education and tell them the things they would like to know.

It is estimated that 300,000 tons of writing paper are consumed in the United States every year, consisting of ledgers and higher grades, pole, air and machine dried, and sulphite bonds. At an average of $350 a ton the volume indicated is something over one billion dollars. Of these 300,000 tons probably one-fifth is "pole-dried"—60,000 tons, which at $400 a ton represent a total annual consumption of approximately $25,000,000.

Rowland Will Advertise Auto Show

The advertising for the National Automobile Show, to be held at Grand Central Palace, January 8 to 15, will be handled by the Rowland Advertising Agency, Inc., New York.

Selling Chicago a Desire for Public Health

How advertising methods have been a big factor in the successful work of the Chicago Health Department was the principal theme of a discussion by Dr. John Dill Robertson, health commissioner, before a meeting of the Chicago Advertising Council on November 19. He said:

"We have something to sell in the health department. Every doctor has something to sell. A doctor spends his time in medical school and in hospital perfecting himself in internal medicine or in surgery or some other specialty, and then he is prepared to sell that to the people, but many of them never sell it. The reason they don't sell it is because the people never know about them. They never were able to make the connections to get the advertisement in the ethical way outlined by my profession.

"For instance, it is perfectly ethical to organize a medical school, to issue a booklet and send it broadcast throughout the country in regard to that medical school, to list therein the names of the faculty and the particular chairs that they occupy, to spend money for postage and for clerks and stenographers to write letters and send them about the country to get as many students to come to that school as possible. It is then perfectly ethical for that professor to go in the pit in front of the students and lecture on surgery or something else and operate in front of those classes and show that group of one hundred or two hundred students sitting in front of him what a wonderful surgeon he is so that they may go out and spread to their friends that fact. That is ethical. That pays, because the men who have done that in this or any other city are the well-known specialists.

"What do you give for your life? Do you want to live to be a hundred? You are in the advertising business. You will quit business, you will quit everything you have got if you know that by sticking to it you are going to die in a year or two. You don't know what your inner tubes are doing. Why don't you? Do you take out your automobile without knowing whether the inner tubes are right? You put an extra one in the car at least, but when you start out under high tension with these blood vessels, these inner tubes, you are liable to have a blowout, because 1500 had blowouts last year, apoplexy. They blew up because they bursted an inner tube. The blood pressure instrument in the city hall, the blood pressure instrument down in this hotel, today, the Palmer House, the La Salle, and all the other places, the one we are showing on the stage in the theatre, is to make people think. We are trying to sell a desire. We are trying to sell a desire for good health, and if we sell that desire we have gone 50 per cent of the way toward the man's getting it. Isn't that true? If you can sell the desire for your article, a really deep-seated wish for it, then you will sell it because the man will get it some way.

"We are going to have a great show at the Coliseum. It is the first International Health and Sanitation Exposition, the first one in this country. There have been welfare exhibits of various kinds and local ones, but none that attempted to cover the whole proposition. We have sold the entire floor of the Coliseum to advertisers."

Dr. Robertson explained the numerous features of this show, which took place November 24 to 29, and included exhibits of the U. S. Health Service, the Illinois Health Department, the American Red Cross, the Municipal Tuberculosis Sanitarium of Chicago, the Society for the Prevention of Blindness, the Mental Hygiene Society of Illinois, the American Medical Association, the leading medical schools of Chicago, and many others. Health commissioners from all parts of this country and Canada were in attendance.

F. St. John Richards, Sphinx Treasurer

F. St. John Richards has been selected by the executive committee of The Sphinx Club to serve as treasurer of that organization to fill out the unexpired term of Robert S. Scarburgh, resigned. Mr. Richards is well known as the Eastern representative of the St. Louis *Globe-Democrat*.

Citizens Buy California Daily

T. C. Hocking, who has been publisher of the Modesto *Herald*, a daily newspaper published at Modesto, Calif., has sold the newspaper to a group of seventeen business and professional men of Modesto. L. A. Ferris, formerly city editor of the Modesto *Evening News*, becomes editor and manager.

"Illustrated Review" Appoints Western Representative

George W. Stearns, advertising manager of *The Illustrated Review*, announces the appointment of R. B. Leffingwell as Western advertising representative, with headquarters in Chicago.

Plan an $8,000,000 Paper Plant

The Great Southern Lumber Company, of Bogalusa, La., and the Bogalusa Paper Company plan the construction of an $8,000,000 paper manufacturing plant of four units. The first unit will manufacture a high grade of book paper, and the other units will make wrapping paper, cardboard, etc. The daily capacity of each unit will be 120 tons. The company has 150,000 acres in Louisiana and 250,000 acres in Mississippi of pine timber. No newsprint will be manufactured in the plant.

Hendricks' Register for 1921 Issued

The twenty-ninth annual edition of Hendricks' Commercial Register of the United States for Buyers and Sellers, which has just been published, contains several new features.

Besides a colored exterior, index feature, the publishers have added a page of directions entitled, "How to Find Information," which gives in concise form detailed instructions as to the best way to find desired information. From this it is noted that the book is divided into five sections, the "Index to Trades," "Classified Trades," "Trade Names," "Alphabetical" and "Advertisers' Index."

Another addition is a sheet of perforated postcards on which users of the book are urged to report faulty listings, wrong classifications and concerns which may have been omitted.

The completeness with which the register covers its field makes it a valuable adjunct, if not indispensable, to any well-organized purchasing or sales department.

Czecho-Slovakia Trade With U. S. Increasing

The Republic of Czecho-Slovakia in the first seven months of this year imported from the United States goods amounting to $6,212,475 and exported to this country $5,602,978 worth.

A Sales Crutch to Discard

The Time Guarantee Is a Costly and Troublesome Selling Help

By S. REID WARREN
Editor of the Keystone Publications

WHEN a convention at Chicago, representing thousands of retail jewelers throughout the United States, sounded the death knell of the time guarantee on watch cases last year, one more candidate was nominated for embalmment in the morgue of unwise "selling points" that have been tried and found wanting.

The experience of manufacturers and distributors of watch cases in experimenting with the time guarantee, like that of the hosiery, glove and other industries, ought to prove of interest and surely be helpful to any manufacturer in any line who contemplates adopting a sweeping guarantee as an added talking point. The lesson of such experiences is: Consider carefully before you adopt a crutch for your selling plan.

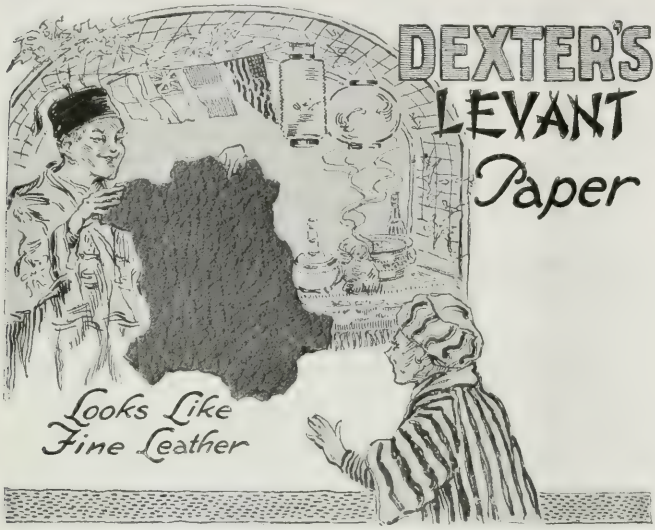
THE CASE OF THE WATCH

"Time Guarantees" on watch cases had their inception and were apparently made necessary when the so-called gold-filled case was originated. This type of case, as is probably well known, consists of a "filling" of baser metal flanked on each side with a layer of gold. The alloy and thickness of these outer layers of gold, of course, determine the wearing quality of the case—but that quality is not perceivable to the eye. The surfaces of gold-filled cases look pretty much alike no matter how "thin is the thickness."

When this type of case was first brought out, there may have been reason for a time guarantee, because the trade and the public were unfamiliar with the new metal and had to be convinced that the wearing quality was satisfactory. Reputable manufacturers, therefore, began stamping gold-filled watch cases "15-year," "20-year," etc., according to the thickness of the gold layers and the honestly calculated wear of the same.

But unscrupulous makers soon found that a stamp was accepted as a surety; that to the public all gold-filled cases when new looked alike, with the exception of the durability stamp. Hence watch cases with the merest shell of gold were dishonestly stamped "warranted 25 years," etc., and put out without means of identification to give the disgruntled user a clue as to source when the time came for complaint.

This practice of guaranteeing cases to wear a certain length of time eventually revealed one of the fundamental defects of this form of sales crutch, a weakness inherent in the time guarantee whether applied to gloves or grindstones. This practice degenerates into a scramble of competition in making (and selling) guarantees instead of merchandise. The more honest the manufacturer, the more fully his guarantee represents actual wearing quality, the greater his disadvantage in competition with the unscrupulous who will be unknown or out of business when the guarantee limit has expired.



SPECIFICALLY

EVERY advertising man, sales manager and printer, should have samples of Dexter's Levant Cover Paper at hand for ready reference. Let us send you a complete showing of the seven colors and two weights, bound in folder form to fit your regular letter file.

IN GENERAL

"XTRA," the unique Dexter house organ, edited by Marcus, will be sent free of charge to advertising agents and managers. It contains both sense and nonsense, and affords many valuable suggestions in the way of combining printer's ink and cover papers.

THE BUYER'S pocketbook is often deaf but seldom blind. The appeal to the eye is made along the line of least resistance. A beautiful cover sells the popular periodical on the newsstands. A catalog clothed in Dexter's Levant Cover Paper has open sesame to the purchasing agent's attention.

That edition-de-luxe effect, so essential in the marketing of some products, is readily secured in the printed sales literature by a liberal use of Levant paper. Here is a Cover Paper with novelty and utility perfectly balanced. It has advertising value, plus.

LEVANT is a Dexter product, coming from the same famous old mills that produce Princess Covers, and Star Manifold Linens and Tissues.

C. H. DEXTER & SONS, Inc.
WINDSOR LOCKS CONNECTICUT

That the time guarantee is unjust, unwise and unprofitable was also proved in the men's hosiery field, where, a few years ago, there was great competition among manufacturers to outdo each other in this respect. Every purchaser of "Wearproof," "Holeproof" or any other of a host of guaranteed socks was insured against wear for a period of six months.

HOSIERY GUARANTEE MET SIMILAR FATE

No account was taken as to whether the wearer would be tramping around all day with the attendant "'ammer, 'ammer, 'ammer on the 'ard 'ighway" or sitting in an office or class-room, giving practically no wear to his stockings. Thus the man who was "easy" on footwear by reason of his occupation or because of any other favorable circumstance, paid for the excess wear of the one who wore out stockings rapidly.

This drawback attaches to the time guarantee whether the guaranteed article be hosiery, watches, gloves or any other piece of merchandise subject to varying treatment in the hands (or on the feet) of different users. A watch in the pocket of a brickmason, constantly in contact with dust and grit, cannot give as long wear as one carried by a bookkeeper, and it is unfair to make the bookkeeper pay for the abuse given by the brickmason.

Not only is this discrepancy unjust to the one who is "easy" on the guaranteed article, but it also gives the "hard" wearer apparent cause for dissatisfaction that would not occur to him had the guarantee not been given in the first place. A time guarantee is simply a trouble maker for the guarantor; for, in the first place, it attracts those who want to get something for nothing and in the end is often made the basis of complaint by those who abuse the article guaranteed and who would be entirely satisfied with the measure of wear if no specified term were promised in advance.

THE TIRE GUARANTEE

One of the results from the abuse of the time guarantee is the stringing out indefinitely of the contract between maker and user. To go back to the brickmason with the filled watch case: If given a new case for the one that has lost its coat of gold through grinding by brick dust, he is not thus disposed of. He has simply renewed the guarantee and can go on that way indefinitely. This was the case in hosiery guarantees—many a man bought one box of guaranteed socks, turned them in for redemption just before the guarantee period expired and started in again to wear socks at the expense of wearers who were "easy" in more ways than one.

Tire manufacturers, you have doubtless observed, do not guarantee their product for a certain length of time. How ridiculous if they were to do so! Imagine a man who rides a couple hundred miles at week-ends paying the same price for the same period of service as the speed devil burning up the roads at the rate of a hundred miles a day! Contemplating the time guarantee from this viewpoint is like viewing it through a microscope—its faults are so magnified that they are easily observed.

Yet even a mileage guarantee—which the tire manufacturers give—is not by a long shot ideal in its fairness to all purchasers. One user may live in a district of fine, smooth highways, kept in first-class repair and usually free from glass and other cutting objects, seldom wandering far afie'd, while another's residence may be in a rough country where roads are constantly in bad shape, or the tire user be one who tours far and wide over roadways of every character. It is impossible to fairly guarantee a certain amount of wear measured in time or mileage to all users. The abusive user benefits to the detriment of the one who deserves the most favor.

Indeed, at least one of the dominant tire makers has definitely abandoned the mileage guarantee—United States Tire Co. This company first tried putting out one tire—their "Royal Cord," introduced about four years ago—without any definite mileage guarantee. Their experience with this tire resulted in the entire elimination of the promise of a specified mileage and the warranting of the tire against faulty construction during its entire life. They reason that it is no more necessary to guarantee a certain mileage on tires than on shoes. J. N. Gunn, president of the United States Tire Co., summed

(*Continued on page 33*)



PAUL FRANK

I have always called Paul Frank a "big little man." He is small in size, but big in mentality, as well as big in friendships and ambition.

He was with the Kansas City Star for over ten years, and later with the Chicago News for several years before joining my Organization. He has been associated with me for about five years and the association has always been a very pleasant one.

Paul Block

Scranton Republican

There are only two newspapers in Scranton.

The Scranton Republican is the oldest newspaper in its territory. It has enjoyed the confidence and respect of its readers for several generations. The bulk of its circulation is delivered in the homes of its subscribers and it produces splendid results for advertisers.

It is impossible to properly cover Scranton, Carbondale and the suburban territory around Scranton without using the Republican.

Serial Adv. No. 22

EXPORT ADVERTISING and SELLING

A Department of Foreign Trade Extension Service
Under the Direction of
CYRIL H. TRIBE

Climbing the Blank Wall of Foreign Trade

How the Proposed Foreign Trade Financing Corporation Will Enable America to Realize on the Export Opportunity

By CHARLES H. SABIN,
President, Guaranty Trust Co., New York

ON December 10 and 11 a group of representative business men and bankers of all sections of the country will meet in Chicago at the call of John S. Drum, of San Francisco, President of the American Bankers' Association, to consider the formation of a corporation of $100,000,000 capital for the financing of American export trade. If this meeting responds to the idea as the interest in its formulation has led those who have developed it to hope, the corporation, with a maximum financial capacity under the Edge Law of a billion dollars, may be within a short time no longer a project, but a reality before the American manufacturer and producer and the American people. The plan of a foreign trade financing corporation of this magnitude under the provisions of the Edge Law has been developed by the Committee on Commerce and Marine of the American Bankers' Association and approved by the association.

MUST DISPOSE OF SURPLUS

The situation which the United States faces in its export trade today arises from the tremendous disruptions of the war. American industry and production have expanded during the war until their output is far in excess of the powers of the domestic market to absorb.

The surplusage of goods above the demands of domestic consumption in the United States this year, for example, has been estimated at 2,000,000 bales of cotton, 300,000,000 bushels of wheat, $750,000,000 worth of semi-manufactured raw materials and finished manufactured products, and $250,000,000 worth of packing house products. If the American producer is to be prosperous, he must continue to have open to him the foreign markets, to which he has been exporting so heavily.

The Blank Wall

AMERICA has come, in the financing of its export trade, to a blank wall. The country produces a surplus above its domestic needs, which it must export. The world faces a deficit in supplies which it looks to America to make up. But the foreign buyer has no further liquid assets with which to pay for our goods and we have no agency capable of accepting offers of long-term payments and advancing money upon them immediately to the manufacturer. And the manufacturer must have the money if he is to go on exporting.

A plan will be proposed at Chicago on December 10 whereby a $100,000,000 corporation—"a great national organization for placing the financing of American exports before the American people, laying clearly in their minds the essential need of foreign markets and their prosperity and asking them to make our continued establishment in these markets possible"—will be made a ladder leading American trade over the blank wall.

The purpose of and the benefits to be derived from this "national organization" are clearly described in this article by Mr. Sabin, who is a member of the committee from the American Bankers' Association, which originally formulated the plan.

THE EDITOR.

At the same time the production of the foreign countries which have bought American goods to so large an extent during the war is far below the requirements of their own markets. They continue to need the surplus output of the American producer. In many cases they need this output as raw material for reconstruction, which must be effected if they are to pay their bills and the economic balance of the world is to be restored. It is important to the American nation again for this reason that these goods shall reach them. The difficulty comes with arranging the terms of sale.

WHY THERE'S A DEADLOCK

Foreign nations, and European nations in particular, impoverished by the last six years, have no further liquid assets with which to pay for our goods. Our manufacturers and producers are unable to accept long-term payments and thus tie up the money invested in producing the goods over a period of years. The only way in which this diverse position of the two parties to the transaction of our exporting can be adjusted is through an agency capable of accepting the offers for long-term payments from the foreign nation and advancing the money on them immediately to the American producer and manufacturer.

This is a task beyond the scope of the ordinary commercial bank of the

country, the assets of which must be always in readiness for demand. It is possible to certain state banks under their charters, and is being developed by some operated today.

Agencies of the kind operating under Federal incorporation and with the supervision of the Federal Reserve Board were made possible by the passage in December, 1919, of the Edge Act. They are permitted to receive the promises to pay off foreign buyers and issue interest-bearing debentures against them. These debentures will be offered for sale to investors, and the proceeds from them will pay the American manufacturer or producer for his goods.

The situation, as pointed out in an able analysis of the Edge Law at the time of its passage by Gilbert H. Montague, is similar to that familiar in this country of a street railway company which needs new equipment, and an equipment company which has equipment to sell to it. The street railway company can only pay for the equipment through an issue of long-term bonds. The equipment company operates a subsidiary company which can accept these bonds and issue debentures against them for sale to investors. From the proceeds of this sale it receives immediately cash for its equipment.

WILL FINANCE FOREIGN TRADE

In the present case the European and other foreign nations are in the position of the street railway company; the United States, its manufacturers and producers, are in the position of the equipment company; and the purpose of the Edge Law is to furnish the agency, analogous to the equipment company's subsidiary, to accept the foreign nation's securities, sell them, and with the proceeds give the manufacturer and producer cash for his goods. The plan which is to be considered at Chicago is of a single institution, national in its scope and control, of great financial power, operating under the supervision of the Federal Reserve Board and in accordance with the terms of the Edge Law, which shall receive foreign securities and, by selling debentures against them to the American investor, furnish to the American producer and manufacturer immediate payment for his exports.

The plan is further for an institution of sufficient magnitude to take the place in relation to our foreign business that the Federal Reserve Board occupies with respect to our domestic business—a national institution to open the way for the financing of foreign trade to the American people—and it has been developed with that thought continually in view.

Banks, manufacturers, farmers, exporters and individuals generally from every section of the country will be asked to subscribe to the $100,000,000 capital stock of the corporation, each Federal Reserve District subscribing an amount as nearly as possible proportionate to its resources, 25 per cent. to be paid in at the commencement of business, and 10 per cent. every sixty days thereafter. (This is in accordance with the terms of the Edge Law.) The board of directors will be chosen as nearly as possible according to Federal Reserve Districts, vesting control in a national body. With the resources which the organization would have at hand, the operating personnel could and would be composed of the ablest experts in the country. It would operate under the guarantee of safety of the judgment of these experts, working with a sense of national responsibility and checked and supervised by the highest Federal banking board in the land.

It is the belief of the men who have studied and laid out the plan that such a plan as proposed is essential if the country is to hold the grip on the markets of the world that its full prosperity requires. It has come, in the financing of its export trade, to a blank wall; the only feasible means of surmounting the wall is through agencies which can

(*Continued on page 39*)

CONSULATE OF THE REPUBLIC OF CHINA
NEW YORK

November 8th, 1920.

My dear Mr. Scholz,

I wish to give you my unsolicited testimony of the high regard in which "The Trans-Pacific Magazine", of which you are its American Editor, is held by the English reading Chinese public.

Fully appreciative of the efforts on the part of your eminent colleague, Mr. B. W. Fleisher, to bring about the closer relationship and better understanding of the three great peoples whose territories co-terminate in the great ocean, I was largely instrumental in recommending the Foreign Office to subscribe for the more important departments and the Library of that Office. It was there where I read the first numbers of your excellent magazine. Devoted exclusively to the financial and economic problems of China, United States and Japan it was read by my colleagues in the Foreign Office with more than passing interest, and the reader who took it up for a cursory glance was seduced into reading it through, and really enjoying its interesting discursiveness.

The more recent numbers surpass their predecessors in more respects than one, in reading matter and usefulness. You and all those associated with you deserve the highest credit and I take this opportunity to commend "The Trans-Pacific Magazine" to all those who are interested, directly or indirectly, in the expansion of trans-pacific trade and the maintenance of peace of the Pacific regions.

Yours sincerely,

Iuming C. Suez

Emil Maurice Scholz, Esq.,
American Editor
THE TRANS-PACIFIC Magazine
One West Thirty-fourth Street
New York, N. Y.

IUMING C. SUEZ

Obtain reliable information about trade conditions and our future in the Orient through THE TRANS-PACIFIC, a financial and economic monthly of international value, covering China, Japan, Philippines and Australasia.
Published in Tokyo and owned by Americans.
WRITE NEW YORK OFFICE, 1 W. 34th STREET. PHONE FITZ ROY, 2969.

A Bank Advertises Insurance

The Campaign of the Marshall & Ilsley Bank of Milwaukee Is Attracting Attention

WRITERS on bank advertising have told us that a bank should advertise its service, its personnel and this and that and the other thing, but no one has suggested that a bank should advertise insurance. Yet the Marshall & Ilsley Bank of Milwaukee, Wis., has built a very effective campaign around the advertising of insurance and is attracting wide attention in financial circles by doing so.

Throughout the last twelve months the publicity directors of this institution have inserted advertisements once a month in the local newspapers promoting insurance policies, home owning and similar things that make for thrifty living. The campaign is based upon a clear understanding of the close affinity existing between the paying of premiums on life insurance, the part payments on homes and the carrying of savings deposits in banks. Cultivate thrift along one line and you cultivate it along all lines.

However, there was a more direct excuse than that for the advertising of insurance by the Marshall & Ilsley Bank. The man who takes out an insurance policy has to pay periodical premiums. To quote one of the advertisements in the series, "It is easy to meet your annual premiums if you will put a small portion of your income into a savings account each pay day." So the advertising of insurance becomes also the advertising of savings accounts.

The copy used has been as striking as the idea which forms the basis of the campaign. It has been striking in spite of, or perhaps, because of, the small space used. One column, five and a half inches, has been the standard. One specimen which attracted particular notice carried at the top a typical "want ad":

Position Wanted—By educated middle-aged widow, entirely out of funds with girl aged 10 and boy aged 5. Will do any kind of honorable work. Good housekeeper and will work for small wages if the children can be kept with her.

This was set off in a box while underneath appeared this comment:

That's a grim story to the man who has a mother, a wife or a child dependent upon him, and who neglects to provide sufficient life insurance.

Don't allow carelessness or procrastination to force your wife or dependants into earning a livelihood in this manner.

A small portion of each week's earnings deposited regularly into an interest bearing SAVINGS ACCOUNT in this bank will soon make it possible for you to pay the premium on the amount of insurance you ought to carry.

This was followed by an admonition to "open your insurance premium account at this bank today" and by the signature which ran alongside an attractive drawing of the monumental front of the bank. Several of the insertions carried the line, "Talk to a Life Insurance man about this today."

J. H. Puelicher, president of the Marshall & Ilsley Bank, writes that insurance companies active in the Milwaukee territory have responded by repeating the bank's copy in their own advertisements, and that recommendation of insurance premium savings accounts has met with wide approval.

"The business of the savings bank and the insurance company," says Mr. Puelicher, "is so closely identified with good citizenship that the most complete co-operation should be aimed at, first for the good of America and second for the good of those interested in the savings bank and in the insurance company."

Special Advantages of Co-operative Advertising

Cooperative advertising by an entire industry for the benefit of all is one of the really significant developments today in the field of publicity. Group action accomplishes in this way a considerable amount of educational work that individual concerns cannot advisedly undertake.

Primarily the cooperative campaign is undertaken to enlarge the basic market by breaking down the public's general unfamiliarity or lack of appreciation of a product or a service, the *Business Progress Bulletin* of the Alexander Hamilton Institute states. At times this condition constitutes a greater hindrance to the proper growth of sales than competition. Any trade situation that is fundamentally wrong can often best be corrected by advertising as a trade unit.

Over half the cooperative advertising campaigns in recent years have been for the purpose of increasing the consumption or use of some product. Farmers have been dubbed poor business men, but farm products, popularized by associations of farmers, have been the predominant group—notably oranges, lemons, grapefruit, peaches, apples, apricots, prunes, raisins, almonds, peanuts, milk, cheese and eggs. In a similar way demand has been stimulated for manufactured commodities, such as granite, lumber, bricks, paint, varnish, linoleum, gas, coal, electric hoists, magnetos, bicycles, barrels, woolen fabrics, linen, bread, noodles, macaroni, books, toys and millinery.

A distinctively different phase of cooperative advertising characterizes those campaigns intended to sell an idea or a service to the public, such as prompt bankers to advocate thrift, book publishers to describe the lure of a good book, lumber interests to emphasize the benefits of home building.

The stimulation of demand is usually substantial. The California Associated Raisin Company in the four-year period 1913 to 1917 increased the per capita consumption of raisins in this country from 1.1 lbs. to 3.26 lbs. The California Walnut Growers Association is doubling its shipments about every three years with the aid of cooperative advertising. In thirteen years the orange growers of California have found that the country can take 20,000,000 boxes of oranges annually instead of 10,000,000, and the danger of overproduction they formerly faced has been eliminated.

The great volume of demand created still further reduces the cost of producing and selling. The returns to California orange growers twenty-seven years ago, when they shipped only 2,000,000 boxes, was less than the costs; their shipments of 18,066,368 boxes for the season ended October 31, 1919, brought $54,627,556, of which an equivalent of only 2.01 per cent was spent for advertising and selling. Similarly, California walnut growers while increasing their marketable product from 5,000 tons eight years ago to over 20,000 tons normal annual output, at the same time reduced their cost of selling from 6 per cent of the value to 3 per cent.

One of the most valuable results obtained by cooperative advertising is that of lengthening out the period of demand for seasonal products. It would be eminently unfair to expect any single interest to undertake that task, when every competitor would be in a position to benefit from it. Moreover the work might be too great for any one concern to attempt.

In order to reap the full benefits of the good-will created by cooperative effort it is necessary for members of the association to trade-mark their product, but it is futile to do this unless the entire product is kept up to the desired standard. The only sure method of doing this is through inspection and labeling by agents of the association. Good-will developed on the large scale characteristic of these cooperative campaigns becomes such a tremendously valuable asset that usually it is closely safeguarded by every interest in the trade.

Cooperative advertising begets a splendid spirit throughout an industry. The initial benefits lead often to the eventual elimination of wasteful methods and weaknesses fundamentally affecting success. The publicity campaign is a common bond that knits many interests. Its prestige and the power of its trade-mark continually bring in new members As a leavener of production, a creator of enhanced goodwill and a stabilizer of consumption it has potentialities beyond the scope of ordinary commercial advertising.

A Sales Crutch to Discard

(*Continued from page 29*)

up the whole story in a newspaper interview in which he is quoted as having said:

"As long as we have no control whatever over the manner in which a tire is used it is impossible to name any specific mileage a tire will go. It seemed to us that what automobile owners really wanted was assurance of quality. That is what we believe we are supplying.

"We firmly believe," he continued," that all the manufacturers of better grade tires will eventually come to this basis of doing business. Some already have. To us it seems the only way in which to market a high-grade product.

"Given the quality of good tires today, you will get long mileage if you will take care of them. On the other hand, if you overload your car, under-inflate your tires, start or stop suddenly, speed around curves with wheels out of line, no tires under the sun will give the mileage that manufacturers build into them."

The time guarantee is on the skids and the manufacturer who adopts it in the face of others' experiences is surely inviting trouble for which he will have no one to blame but himself.

What Became of the Saloons?

There were 160 saloons in Grand Rapids when Michigan went dry in 1918. Last June, two years later, the saloons had been replaced by:

37 soft drink parlors.
13 billiard or pool rooms selling soft drinks.
7 billiard or pool rooms selling soft drinks and lunches.
3 billiard or pool rooms and restaurants.
3 billiard or pool rooms with no other line. (Making a total of 57 places selling soft drinks and 26 billiard or pool rooms. Soft drinks is here used to mean "near beer," beer substitutes, fruit drinks and similar beverages.)
12 restaurants and lunch rooms.
9 candy stores.
9 groceries.
4 branch banks.
3 barber shops.
3 stores selling automobile tires.
2 shoe stores.
2 news stand and cigar stores.
2 wall paper and paint stores.
2 five- and ten-cent stores.
2 drug stores.
2 card rooms.
2 clothes-pressing and tailoring establishments.
2 wholesale fruit and produce stores.
1 pawn shop.
25 miscellaneous retail and wholesale stores. (It will be noticed that, omitting the soft drink parlors, billiard and pool rooms, card rooms and the single pawn shop, there are 79 stores in the list.)

In addition, the investigation showed
9 vacant stores.
1 building being torn down.
1 lot being excavated for a new building.
1 duplicate address.
2 addresses unlocated.
1 hotel bar discontinued.

160 total former saloons.

Window Display Specialists

THE difference between "something for the dealer's window", and a "window display", is the difference between the product of a general lithographer and the creation of window display specialists.

EINSON LITHO INCORPORATED

have for many years specialized in the creation of lithographed window displays, and supplying the dealer display needs of scores of nationally known products.

With a completely equipped lithograph plant, art studios, and an executive staff with practical advertising and merchandising experience, The Einson Organization is in a logical position to solve your merchandise display problem.

We shall be glad to discuss with you, in person or by mail, our experiences in selling goods through displays.

EINSON LITHO INCORPORATED

Executive Offices and Art Studios
71 W. 23rd St., N. Y.

Western Office
Chicago, Ill.

Factory & Plant
327 East 29th St.
New York, N. Y.

Advertising Will Protect Business in the Readjustment Period

By F. O. Watts
President First National Bank in St. Louis

Advertising is a dynamic force in the reconstruction or readjustment period, if it pleases you to use those terms, for we are readjusting and reconstructing in the great world of commerce, and, what is better still, we are building and expanding. Our whole social order is directly affected by advertising, for not only our happiness and progress, but our very national existence depends upon our production, and our production must follow distribution. The secret of successful and progressive distribution is advertising. Therefore, the deduction is simple, and we cannot do a better thing at the present time than to foster and encourage scientific advertising along the most wholesome economic lines. It was a great day when legitimate business decided that advertising never was the proprietary usage of the "bally hoo" and the fakir, and it was a greater day when legitimate business decided that if advertising was a powerful force to build great business, it ought also be a powerful force to protect it. The vigilance work that is being done in a large way now by the Associated Advertising Clubs conserves the force of advertising and multiplies the efficiency of group salesmanship, for that is what advertising really is.

It is a very natural thing for us to yield to a natural impulse on such days as the Fourth of July and Armistice Day, and swell out with some proud boast about our great country. It is a far better thing to believe thoroughly 365 days in the year, not only in the present greatness of our nation, but in its wonderful future, and to work with faith and optimism for the accomplishment of a great national destiny. The noise of battle is dying away in the distance, and the fumes from the battlefields are passing. Some of the unwholesome sequels that always follow revolutions are still apparent in our social and business life, but all these things are being gradually righted, and we shall be almost able to see from the threshold of the New Year a normal U. S. A., following the tranquil paths of peace. In the consummation of this hope so devoutly to be wished Advertising, as a constructive and protective force, will play a great part.

Advertising "Intrenchment" Necessary —Not "Retrenchment"

"What is the outlook for advertising in 1921? In the face of a falling market will advertisers rely on the prestige which they have already obtained or will they continue to invest in paid space?"

This question, asked by a subscriber of the *Retail Public Ledger*, is one which is puzzling a number of persons, remarks that paper. A price-drop, some argue, means a smaller profit and a retarded turnover for the manufacturer. The obvious place to cut is in the advertising budget, for the impetus already gained ought to carry the demand along for at least a year or two.

But wise advertisers don't see it that way. They have watched too many firms slice their appropriations and lose money, instead of saving it. They have seen Pearline and many other once-famous products eliminate advertising and die by the wayside.

It is probable, therefore, that the coming year will be marked by increases, rather than decreases, in the budgets of the leading advertisers. They are determined to hold on to what they have, to dig themselves in so that their positions may not be imperiled. "Intrenchment," not "retrenchment," is to be the slogan of the year.

The wisdom of this move is apparent from even a superficial study of market conditions. Lowering of prices means that cut-rate competitors will at once enter the field. Quality must be stressed, and this can be accomplished only through continued advertising. The next twelve months, therefore, will not only see the survival of the fittest but the inauguration of a number of new campaigns, for a "buyers' market" is a far more profitable time to advertise than a "sellers' market."

Chicago Advertising Women Celebrate Third Anniversary

With four brightly burning candles on its huge birthday cake—three to symbolize its three years of accomplishment, and the fourth its new year of promise—the Women s Advertising Club of Chicago celebrated its third birthday on November 21 by a breakfast at the Edgewater Beach Hotel.

Among the hundred guests who attended were many men and women prominent in public life as well as advertising circles. Mrs. Carl Kuderling, Social Chairman, provided a program that speaks for itself. Frank McGlynn, who plays the leading role in Drinkwater's "Abraham Lincoln,' gave an inspiring talk on Lincoln and his relation to advertising. Laura Dainty Pelham of Hull House related several amusing anecdotes, and there was music by Arthur Fraser, Mrs. Joan Young and other well-known concert artists.

Although it was a strictly social and "get together" party, several of the advertising men present, who were called upon for impromptu addresses, rose to the occasion gallantly. William Rankin, John B. Woodward, W. Frank McClure, and Jesse Matteson, president of the American Advertising Agents' Association, all paid high tribute to women in the advertising field and to the progressive and constructive work accomplished by the members of the Chicago Women's Advertising Club in particular.

The following telegram was sent to the Thirty Club of London, England:

"The Women's Advertising Club of Chicago, celebrating its third anniversary, send congratulations and well wishes for successful exhibition. Hope meet you, Crawford and many others Atlanta.—Mary M. Crowley, president."

The Thirty Club of London, England, opened the International Advertising Exhibition in London, Monday, November 29. Every country in the world is represented with exhibits of advertising. The proceeds and profits are to be devoted to charity. C. F. Higham, president of the Thirty Club, and W. S. Crawford, secretary, have both been guests of the Chicago Women's Advertising Club. Mr. Crawford presented the Club with a trophy to be awarded next June to the member having contributed the greatest amount of constructive work during the year.

Music Trades Adopt Slogan

In their effort to stimulate more interest in music, the music trades of the country have adopted the slogan "Give More Thought to Music."

Presbrey Advertises English Surplus War Property

The Frank Presbrey Company, New York, is placing advertising in a list of daily newspapers advertising surplus war materials for the British War Mission.

Advertising the Raisin to Success

"The success of the California Raisin Association," said Holgate Thomas, late sales and advertising manager of that organization, before the San Francisco Advertising Club recently, "is primarily an advertising success."

The year 1915, when the average crop of California raisins was 85,000 tons each year, saw a carry-over of from 10,000 to 25,000 tons. Since the association has gotten into successful operation, the normal crop is 215,000 tons annually, and advertising sells every ton every year. "California supplies two-thirds of the world's raisin crop," Mr. Thomas stated.

When the association was formed the first step was to call in an advertising agency—Lord & Thomas of Chicago. The first year's appropriation was $100,000, which was later supplemented by $40,000 more when it had been shown association members that advertising could sell raisins.

The appropriation for this year is about $400,000 for advertising and $200,000 for sales demonstrations and other solicitation expenses.

In order to increase the consumption of raisins Mr. Thomas experimented on raisin bread and raisin pie in a bakery, doing all of the work himself until he was able to bake these products even better than the baker. When these products had been proven successful, the association started advertising raisin bread and raisin pie and many other uses for raisins.

The salesmen were taught how to make bread and pie, and could walk into a bakeshop and demonstrate in a baker's own kitchen just how to use raisins and show the baker how he could add new and incidentally popular lines.

"Before the advent of the association the raisin growers of the valley were all broke," said Mr. Thomas. "During the last few years they have become prosperous and been able to take up the mortgage on their homes and show a net profit every year that gave them the necessities of life."

Upon question he stated that he did not have the figures, but believed it easily conceded that the increase of land values in the past six years had more than paid for the advertising appropriation, stating that the property, which formerly sold at $300 an acre, is now bringing $1,500 an acre.

When Is the Turn Coming?

That's the question on the lips of all business men. After discussing pros and cons of the whole situation with both bankers and business leaders, I would submit this as the majority analysis of the outlook: Severe unsettlement prevails today. Things probably will become worse until after the turn of the year. Already quite a number of concerns are receiving emergency treatment from banking interests. Others are to be let sink. The year-end failures are likely to be very numerous. Price declines are looked for in all lines which have not yet undergone thorough readjustment. On the other hand, raw materials and commodities which have already tumbled severely are expected to begin shortly to exhibit firmness. When retailers lower their prices to levels in harmony with the cost of raw materials, a spirited revival in buying is looked for. This recovery, it is figured, should begin to make its appearance very early in 1921. —B. C. Forbes, in *Forbes Magazine*.



© 1920 B & B

Remembrance Advertising

TRADE MARK



"The House of Quality"

"Nice of Eaton's, wasn't it? They're so appreciative"

Down deep within us, where we really live, we are all a good deal alike; hungering constantly for appreciation; and responding to it with a warm and genial glow of gratitude.

To foster this valuable spirit of friendliness with pleasant acts of thoughtfulness is the cheerful task of Remembrance Advertising. By act, not argument, it expresses sincere appreciation of the business of the past. More than that it looks forward confidently to yet more pleasant business relations in the future. Intelligently and permanently it builds the good will which makes tomorrow's business a certainty.

During twenty-four years Brown & Bigelow have helped make business more friendly—and more profitable. They have expressed the spirit of "Thank You" in Art Calendars of rare harmony and beauty, in Holiday Greetings, in welcome desk and pocket articles of rich Mission Leather. They furnish these tokens of appreciation to sixty-five thousand warm-hearted clients whose customers thoroughly enjoy trading with them because "They're so appreciative."

"*Remembrance Advertising*," *a helpful booklet relating actual incidents of the power of friendliness in business, sent free upon request.*

Brown & Bigelow — Quality Park — Saint Paul — Minnesota

SAULT STE. MARIE, ONTARIO

Advertising or Sales Manager—Which?

Both, If They Work Together

IN the leading articles of our November 13 issue Gilbert Evans presented the interesting view that either the advertising manager or the sales manager must, in time, supersede his colleague, combine the two jobs and take his place as the marketing head of the business which he serves.

Mr. Evans showed how, on one hand, a development of the old conception of the advertising effort as a mere auxiliary to the general sales effort might bring about the survival of the sales manager; and how, on the other hand, the increasing faith in and the increasing efficiency of advertising might result in the relegation of personal selling and of the sales manager to a very minor role in most businesses.

As was expected, Mr. Evans' article attracted wide attention and produced quick reactions among leading advertising and sales managers. Two other batches of letters expressing their views on his statements have preceded those which appear in this issue.

Many of the latest letters received bear out the conviction expressed in some of the earlier ones that the demand among business men today is not for a consolidation of the positions of advertising manager and sales manager—yet—but for closer co-operation between the two departments and a clearer conception by the department heads that neither can serve independently.

THE EDITOR.

By George R. Wilson

Sales and Advertising Manager, Wm. Demuth & Co.

THE question you raise certainly offers an opportunity for discussion.

To me it has always seemed as though the functions of the advertising manager and sales manager were so closely linked as to almost automatically force them to merge into one. This is particularly so in the case of the small or medium size concern.

In very large concerns I can readily picture why it would be necessary to have two executives—one to look after the sales exclusively, the other to look after the advertising. In this case, however, the executives should work hand in hand.

Perhaps a brief statement regarding myself will help to make clear to you just how I have found sales and advertising to work out.

Some time ago I became assistant sales manager for W. D. C. Later on, when we became national advertisers, I was given charge of the advertising. Then I was advanced to the full authority of sales manager—and also retained the title of advertising manager. This simply means that in our particular concern the sales and advertising should be handled by one man, in my opinion.

My assistant works closely with me on both sales and advertising problems. He also has been trained along this line, and while W. D. C. is the largest producer in its field and does a considerable amount of business, still I would not want to compare it with some of the other large corporations, where, as I have indicated above, it might be necessary to divide the functions of the sales manager and the advertising manager.

The day will never come, in my opinion, when selling can do without advertising. Neither will it come to pass when advertising can work absolutely independent of selling. The closer these two forces are synchronized, the greater the efficiency.

It is also my humble opinion that you will never be able to eliminate the personal element in salesmanship. It is all very well to talk "mass psychology," but I am sure the fact will always remain that if one has an opportunity to buy about the same piece of merchandise from two or more concerns, he will decide to give his order to the concern, or the individual in the concern, for whom he has the greater preference—assuming, of course, that other factors, such as price, quality, etc., are about equal.

On the other hand, there is no doubt in my mind but that the spirit of good will toward a firm or piece of merchandise can be created to a marked degree by advertising, and if selling is backed by the force of advertising it becomes doubly effective.

William H. Walsh

Advertising Manager, Salada Tea Co.

AS Sam Bernard once said, "It is to laugh."

To argue that the sales manager gradually is absorbing the functions and duties of the advertising manager strikes the writer as altogether erroneous. Let us first see and understand what are the duties of the two positions. The sales manager has to deal directly with selling, and to do this three qualifications are necessary. One is personal magnetism; second, comes a strong, well-developed psychological mind, and third, experience in dealing with men, understanding their different personalities.

Now what are the necessary qualifications of the advertising manager? It has always been my contention that one of the first qualifications of an advertising manager is that he shall have been an experienced and thorough newspaper man. He must know the newspaper profession at its various angles, not alone the advertising department, but the editorial as well; must have, so to speak, a "nose for news," and, moreover, a fertile imagination. The mere writing of an advertisement may appear simple enough, but to write it so that it will be the most effective is another matter.

Without dwelling at length on this phase it will suffice to say that to be an efficient and proficient advertising manager it is necessary that he shall create ideas which possess the characteristics of novelty and originality. He may be an altogether indifferent sales manager and yet possess all the essentials requisite for a first-class advertising manager. Indeed the writer has known some of the most competent advertising men who were regular Oliver Goldsmiths of unassuming reticence and personal modesty, with no talent whatever for selling any given product. Moreover, as I said at the outset of this thought on the advertising man, in order to be a first-class all-round advertising manager it is of prime importance that he

shall be an experienced journalist. To quote such an authority as Charles A. Dana, founder of the New York *Sun*, he must know news when he sees it, must have imagination and be capable of originality. It was this same authority who once told a cub reporter if he went out on Broadway and saw someone bitten by a dog that circumstance would not necessarily make news, but if the someone should bite the dog that would constitute news.

By John Schadler

Advertising Mgr., Hammacher, Schlemmer & Co.

THE writer's opinion on the relative importance of the Advertising Manager and the Sales Manager is that the positions are so closely allied that, in many cases, it is impossible to separate them.

From a manufacturer's standpoint, where a national proposition is involved, it is my opinion that the Advertising Manager should be the first one to consider. He is the one to lay the foundation, and it is up to the Sales Manager to follow his leads.

In the case of a jobber, conditions are somewhat different, and especially so where the sales are limited to certain localities. In such cases the Sales Manager should determine the extent and scope of the advertising, as he probably has a better knowledge of the actual conditions.

Therefore my opinion is that, while they are two separate positions, they should be so closely interwoven that in many cases there should be no distinction at all.

By Ralph P. Anderson

Manager, *Advertising and New Business*, Sacramento-San Joaquin Bank

IN connection with the article, "Advertising or Sales Manager—Which?" in your issue of November 13 it may be pertinent to note this:

Banks everywhere are beginning to realize that personal salesmanship can sell bank service, just as it can hardware or drugs, and that it is profitable to have a separate department devoting its energies to that particular work. Such departments are called New Business Departments, and in most cases—not all—the new business manager combines the functions of advertising and sales manager. Banks have found this arrangement to be a satisfactory one, as it brings about closer co-operation between advertising and sales than might otherwise be the case.

By G. E. Hoffman

Sales Manager, The Trenton Potteries Company.

IT would seem that the very recent sudden changes in general conditions will help crystallize sentiment and lead to a very clear discussion on the question as to the usefulness of the advertising manager.

Most sales managers will agree that the duties and functions of the advertising manager should be directly supervised by the sales manager, but it is difficult for the writer to understand how the sales manager can absorb the detail or directly carry the responsibility of the advertising manager. It is my idea that the plan of organization should place the sales manager always in direct charge, but he will require and demand a very strong advertising manager to establish a direct contact between the personal sales efforts and the advertising.

I am firmly of the belief that the sales manager should direct absolutely all the advertising policies, and, while the advertising manager may develop into a high power sales expert, he will still have his distinct functions as the right hand man or strong arm of the sales manager. He is very necessary and helpful.



Wise Buyers of Advertising Space Choose

The Age-Herald

The Age-Herald is supreme in its field, it offers advertising 100% efficiency, it reaches the people who constitute the district's buying power

Cultivate this fertile field through

***The* AGE-HERALD**

BIRMINGHAM, ALA.

One or One Million Lines 8 Cts. Daily
10 Cts. Sunday Flat

The S. C. Beckwith Special Agency
Sole Agents Foreign Advertising

World Building, New York — Tribune Building, Chicago — Post Dispatch Bldg., St. Louis, Mo.
Ford Building, Detroit — Bryant Building, Kansas City — Atlanta Trust Bldg., Atlanta, Ga.

WILLIAM THOMAS
SLOGANS
"Use a Line to Tell a Volume"
Slogans of all kinds furnished upon short notice.
198 B'way, N. Y. C., R. 305 Tel. Cortl. 1933

A PRACTICAL advertising and merchandising woman, who has counseled largest concerns in the United States on distribution, wholesale and retail—is ready to act as your counsel—anywhere, anytime, any product. A real service—that will prove a money maker. E. V. Maguire, Suite 216, Middle City Bldg., 34 S. 17th St., Philadelphia, Pa. Phone, Spruce 1858.

THE JEWELERS' CIRCULAR, New York, has for many years published more advertising than have the seven other jewelry journals combined.

Productive Publicity
NEWSPAPERS, MAGAZINES AND CLASS MEDIUMS

Years of experience in the automotive field enables us to guarantee maximum returns in any publicity campaign which we conduct.

If you wish to market an AUTOMOBILE ACCESSORY or PART you will find our help invaluable in obtaining publicity of the proper sort in the correct mediums all over the world.

Considering results our rates are extremely low.

PRODUCTIVE PUBLICITY
Suite 1206 1482 Broadway
New York City

Reports for advertising agencies, investigations and all matters pertaining to the marketing of automotive products.

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting. Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.
POSTAGE · 18 East 18th St., New York City

Dealer Co-operation Without Waste

How the Standard Varnish Company Gets Its "Helps" Used and Used Right

By JOHN R. COLLETTE

MOST manufacturers who are marketing their goods through retail dealers are more than satisfied when even a small percentage of their dealer representation uses their dealer's helps, to say nothing of using them in the right way.

The consensus of opinion seems to be that dealers are slow to take advantage of the co-operative advertising offered them; that they must be pleaded with to cash in on its possibilities.

But is this true—is the average dealer unprogressive, slow to act, and skeptical, or does the fault lie in the advertising plan of the manufacturer? The following letter surely points toward the advertising.

Just want to ask you if you are going to continue your Dealer's Cooperative Advertising during the next year. If so, we want to ask for your entire proposition and in return promise our support in every way.

Last year the results were so gratifying to us and the response so quick that it took very little effort on our part to close sales. Customers not only came into our store and called for your goods by name, but brought the advertising with them.

As you know we doubled our sales last year and we are anticipating a much larger increase for next season and hope to have your advertising to help us out.

An unusual letter from an unusual dealer, you say; but facts prove otherwise. This particular letter was written by a common-every-day merchant doing business in a small town just as thousands of others are doing and the letter is but one among many to be found in the correspondence files of the Standard Varnish Works of New York.

So it must be admitted that the Standard Varnish Works has built a real co-operative spirit among its dealers and the secret of the success is simple. It is told by the following paragraphs taken from the portfolio of dealer's advertising.

It is your advertising just as much as anything you have printed up for yourself, only much more elaborate. Each piece is mailed out to your lists, with your name showing on both the advertising and envelope. All the results go straight to you.

Standard Varnish Dealer's Advertising costs you nothing, it is furnished in the quantities you desire, imprinted with your store name and address. If you do not want to do the work of addressing, stamping, and mailing we will do it for you.

By analyzing this plan you will notice that it is built around direct advertising pieces—mailing pieces that give each dealer an individual mailing campaign that he can carry out in his locality—and that is something that appeals big. Such advertising helps the retailer and is solving one of his biggest problems. It brings people into his store who are splendid prospects for the sale of other goods carried in stock. And, for the average dealer, advertising of this kind is far too costly when he has to stand the expense of its development.

Of course, it makes little difference how good dealer advertising is, from the dealer's standpoint, or how carefully its plan has been worked out; unless the manufacturer tells his story in a way that claims the attention of the dealer and enables him to grasp its possibilities it very likely will not be taken advantage of by the average dealer and the manufacturer is the one that suffers.

Appreciating this, the Standard Varnish Works takes no chance of allowing its co-operation to be passed up without receiving the proper consideration. It is put before the dealer in every possible way, through the mails, through the firm's own salesmen and through the jobbers' salesmen.

This year the campaign was opened up the first week in January by an announcemet which told dealers that they were to be given the same sort of a co-operation for 1920 that Standard Varnish Works' dealers had found so successful in the past. This piece was sent both to established and prospective dealers, for it told enough about the

Topeka Daily Capital
Sworn government report for 6 months ending Apr. 1, 1919 35,247
Arthur Capper *Publisher*
TOPEKA, KANSAS
Member Audit Bureau of Circulations

"GIBBONS KNOWS CANADA"
MONTREAL TORONTO WINNIPEG

Standard Varnish advertising to interest the new dealer and also told of the rounding out of the Standard Varnish line to give the dealer a complete line under one trade-marked name—making a complete stock possible with a smaller stock investment.

Next a three-piece illustrated letter campaign was sent to the dealers telling more about the Standard Varnish line, but featuring the co-operative advertising and what it had actually done for Standard Varnish dealers in the past. Many of the old Standard Varnish dealers and a satisfactory number of new ones sent in their orders for goods and their lists for the advertising material to be sent, using the order blanks enclosed with each piece of the campaign.

While the dealer's campaign was going on Standard Varnish salesmen and the salesmen of their jobbers were furnished with the Standard Varnish portfolio of dealer's advertising, a 24-page book, which tells the complete story of just what Standard Varnish dealer advertising is and how it works. A copy of each piece of the advertising is tipped into the portfolio so that the dealer does not have to use his imagination—he can see just exactly what is furnished for his use.

The portfolio also illustrates all of the dealer's helps such as counter displays, movie slides, window displays, newspaper electros, booklets, and envelope enclosures.

This makes it possible for the salesman to have the dealer read and look through the portfolio and give him the whole story in a very short time. And salesmen are glad to carry this portfolio because it is small enough to carry conveniently, and it never fails to get interest from the dealer.

The percentage of dealers who are using this co-operation is surprising. The Standard Varnish Works does not even have trouble in getting dealers to send in their lists. It is more a problem of holding the lists down to a moderate size than of getting them.

So it would seem as though more manufacturers could profitably spend some time looking into the possibilities of direct-by-mail work in connection with dealer's co-operation.

But such work should never be taken up in a haphazard way. To be successful each manufacturer must base his co-operation on what the dealer wants, not on what it is thought he should have. It means a lot of work, but the effort spent will pay a big profit. The results in increased dealer's interest and sales will be found richly worth while.

Preparing a Sales Promotion Department

(*Continued from page* 10)

special records are necessary, but it is doubtful if the regular vertical card file will ever be supplanted since such files can easily be built up to a point where they are highly valuable adjuncts to selling and advertising in all their phases.

Great care should be constantly exercised in guarding against detail. Just as the salesman on the road must devote every possible minute to actual selling work, so must the Sales Promotion Department keep its cargo of information both light and useful in attaining the results embodied in its charter.

Climbing Into Foreign Trade

(*Continued from page* 31)

gain for foreign trade the support of the American people.

The stages by which we have come to this position are regular and logical. While we were still participants in the war, the United States Government undertook the burden of financing the hard-pressed European nations in the purchase of our goods. Following the armistice, the Government turned the problem over to the regular commercial agencies and it was taken up by the banks. Their limit has now been reached in handling it. They have discounted bills and furnished credit to the full extent that the liquid assets of European and other nations have permitted. Further steps are beyond their scope. The commercial banks of Federal incorporation in the United States and the average commercial bank of state incorporation are not equipped to extend long-term credits or to invest in foreign securities. Their assets must be easily available upon demand. It must be recognized that they have done everything within their power.

A third stage has now been reached, in which the problem must go to the American investing public. The conception of the corporation which the American Bankers' Association approves is of a great national organization for placing the financing of American exports before the American people, laying clearly in their minds the essential need of foreign markets and their prosperity, and asking them to make our continued establishment in these markets possible.

Of the ability of the American people to solve this problem through the investment of their surplus funds in foreign securities and the financing of our export trade there can be no doubt.

In the unbalance of business operations during the war, the money of the world flowed to them in exchange for American goods. The largest part of available wealth today is in their hands. They have in addition vast potentialities for an increase of this wealth through increased production and thrift. It will be the problem of the proposed corporation to demonstrate to the American people the fundamental soundness of foreign investment and its need. It will further be its problem to encourage by every means within its power, an added thrift and production which shall yield annually an added surplus of wealth for the carrying of our export trade.

As a nation, we are in a position to appreciate the significance of foreign trade to our prosperity, as we have not been for many years. The cotton producers of the South see that foreign markets are essential to the wealth of cotton. The farmers of the West see that with the cutting down of foreign outlets for their crops, their prices fall. Industries in every section of the country, expanded to a vast growth by the demands of the world during war times, are retrenching as their markets narrow. And the people as a whole who have invested millions upon millions of dollars in the establishment of a merchant marine learn that that marine is lying idle in their harbors, because there are not enough goods being shipped for it to carry.

Their interest generally has been demonstrated by the national Congress, which in addition to passing the Edge Law, has put through recently the Webb Act permitting combinations of manufacturers for the purpose of furthering export trade and the Merchant Marine Act designed to insure a continuance of American-owned ships by which our goods may be carried.

Under these conditions it is felt that the time has come when a single, central institution of strong resources and national organization, capable of pointing the way under Federal supervision in which our foreign trade should go, is not only feasible, but will bring to the country the fullest services possible in the problem of readjustment and successful world competition.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

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December 4, 1920

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How a varnish manufacturer has solved his problem of getting dealer helps used efficiently.

Calendar of Coming Events

December 6—Annual Convention, National Association of Sanitary Woodwork Manufacturers, New York.

December 6-8—Annual Meeting, Association of National Advertisers, Lakewood, N. J.

December 7-8—Annual Convention, National Association of Brass Manufacturers, New York.

December 8—Annual Convention, Prepared Roofing Association, New York.

December 8—Annual Convention, National Association of Importers of Hides and Skins, New York.

December 9-10—Annual Convention, Association of Life Insurance Presidents, New York.

December 9-10—Annual Convention, International Association of Garment Manufacturers, New York.

December 9-10—Annual Convention, National Association of Overall Manufacturers, New York.

December 9-10—Annual Convention, National Association of Shirt Manufacturers, New York.

December 9-10—Annual Convention, Heavy Garment Manufacturers' Association, New York.

December 10-18—National Motor Boat, Ship and Engine Show, New York.

December 11-13—Annual Convention, Insecticide and Disinfectant Manufacturers' Association, New York.

The Retailer's Move

(*Continued from page* 4)

copy which also reaches the dealer I am not anxious to preach "propagandizing," but it is a time for "propagandizing" in the best sense of the word. Trade paper advertising today, more than ever before, should be written to serve the dealer; to advise him, not selfishly on the comparatively unimportant plans of one manufacturer, but upon those plans which Providence seems to have set down for all of us. If you say that it is a pretty difficult task to prognosticate the plans of Providence I shall reply that Providence seems to have indicated certain bases of action pertinent to the present situation and the dealer must be made to understand what these bases are. In addition to your regular selling copy preach turnover to the dealer. Give him such logical reasons for getting into line as I have quoted here.

Advertise to the Consumer

The situation also calls for an advertising drive on the consumer. The dealer can be made amenable to readjustment conditions through such advertising as I have indicated above; but a mere willingness to co-operate doesn't altogether solve the problem. The consumer must still be stimulated into action or readjustment will still stop at the retailer's shelves.

One of the essential moves to the further and final readjustment of business conditions to bring the long "reconstruction period" to an end is the stimulation of consumer buying by more and by more effective advertising. The retailer will profit most by that kind of co-operation. It entails a plus effort, an extra advertising investment, but the game must prove well worth the candle. Conditions *are* getting better. The manufacturer has been helping himself by sane readjustment. The next step is to help the retailer. Presentation in trade paper copy of the clear facts of a situation, which has been all too confusing to the retailer investigating blindly and independently, as they are seen by such authorities as I have quoted; presentation in consumer copy of the cogent reasons for buying your products—not new reasons, if you haven't any, but the old reasons that have been found effective, emphasized more strongly, advertised more extensively—that is the best solution that business men and bankers with whom I have talked during the last week have offered.



Get this company's Proposition

"Get this proposition!"—dictates the banker. Handling bond and document papers with tiresome monotony, you may be sure the banker or broker is pleased and impressed with the evident worthiness and dignity of

KING DEPENDABLE OFFSET

The four-page letter (trimmed to 17x11) combines the pulling power of a form letter on page 1, with a layout across Pages 2 and 3, illustrating and describing the product. Page 4 may be left blank. 60 or 80 pound King Dependable Offset will develop advantageously into this effective type of mailed advertising.

The illustration and text carrying your advertising message — admirably backgrounded with this stock—appeal to the financial man.

A letter of request starts lithographed samples your way.

Stocked at mill in following sizes and weights—stock trimmed four sides—packed in cases.

White	India Tint
25x38—50, 60, 70, 80, 100, 120	60, 80
28x42—74, 86, 99, 124	74, 99
32x44—89, 104, 119, 148	89, 119
38x50—100, 120, 140, 160, 200, 240	

Special sizes and weights to order

KING PAPER COMPANY

Kalamazoo Michigan

THE SCHILLING PRESS, INC., N. Y.



¶ You'll note that when the Announcer in the Pennsylvania Station calls out the time your train departs, he doesn't try to confine the information to a so-called "quality circulation."

¶ Everybody's in on it!

SAME IN THE

AMERICAN WEEKLY

Read every Sunday by TWO and a HALF MILLION families.
"If you want to see the color of their money—use color"—A. J. K.

The American Weekly is a principal feature of the New York American, Chicago Herald and Examiner, Boston Advertiser, Washington Times, Los Angeles Examiner, San Francisco Examiner and Atlanta Georgian. A. J. Kobler, Mgr., 1834 Broadway, New York. W. J. Griswold, Western Representative, Hearst Building, Chicago.

Advertising & Selling

DECEMBER 11, 1920

Public Library
Kansas City



Moving the W. G. N.

On Sunday, November 21, the editorial, circulation, and mechanical departments of The Chicago Tribune were moved from the historic old Tribune Building at Madison and Dearborn streets, to the new Tribune plant at Austin and Michigan avenues, on the near north side. The Sunday issue of 760,000 copies, and the Monday paper, 450,000 copies, came out—as usual.

Up to six o'clock Sunday morning, The Tribune was prepared to issue an extra from the old building; by nine o'clock Sunday night all departments were functioning fully in their new home.

The members of nine unions participated, working from thirty-six to forty-eight hours. Forty-three truck vans were in service.

A half-day was required to move the first linotype: only six had been removed by Saturday night; but the entire battery of fifty-seven machines was in place at 1:45 P. M. Sunday —three hours ahead of schedules.

Nine steam tables, seven and one-half tons each, were taken down, shipped in sections, reassembled and put in operation ahead of schedule.

The 240 filing cases of the Tribune morgue were never out of service. "Clips" and "pix" were pulled while the cases were in transit.

The engraving department went through the change without interruption of service. Cameras, dark room and ben day equipment, ovens and acid baths, routing and trimming machines, three tons of glass and several tons of wood and metal bases were moved in twenty-four hours, without the loss of a cut or drawing.

The new plant, designed and built for newspaper production, is one of the finest in the world, a fitting home for The World's Greatest Newspaper. Advertisers are assured better printing and better service than ever before.

The advertising department remains
at Madison and Dearborn streets

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER



Photo by Hiller; courtesy of White & Wyckoff Mfg. Co.

A photographic composition with complicated frame of Ben Day made without any art work or drawing. The effectiveness of this treatment is obvious. A Sterling "stunt"—but how many engravers would care to undertake it? See how the illustration is set off by the border.

STERLING ENGRAVING COMPANY, NEW YORK

200 William Street
Phone: Beekman 2900

10th Ave. at 36th Street
Phone: Longacre 820

Call a STERLING Representative



AN UNNECESSARY RISK

You are taking an unnecessary risk. What you want is more rope. Tie up with the farm paper and get the new business you are after. It is the easiest and surest way.

More than 800,000 farm families pay Successful Farming an annual fee for dependable, acceptable service. The paper is welcome when it reaches their homes. If it brings your message, that is welcome too.

SUCCESSFUL FARMING

E. T. MEREDITH, Publisher
Des Moines, Iowa

T. W. LeQUATTE
Advertising Manager

ADVERTISING & SELLING, DECEMBER 11, 1920
30th year. No. 25. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1870. Price, 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City

—vision!

Where do you stand in the future of your industry?

These are days of action.

There is little room for the "stand-patter" in the present scheme of business.

The men who are "sitting tight" in the business of today will find the market gone from under them in the business of tomorrow.

Success is a matter of vision. Look ahead.

* * *

The present market emphasizes this one great truth:

The retail merchant holds the key to the merchandizing situation.

Selling agents, cutters-up, wholesalers—they are important factors in your distribution plan.

But—

Your distribution plan is directed at the retail merchant—to get his confidence, his good-will; to get your merchandise on his counter.

He is your market.

* * *

Let us tell you what manufacturers are doing to strengthen their position with retail merchants.

Let us tell you how and why the Economist is the backbone of their merchandising campaigns.

*97%

of Dry Goods and allied lines are sold on the recommendation of the Retail Merchant In the eyes of the Consumer he is responsible

*[illegible]

Do you really know the DRY Goods ECONOMIST?

DRY GOODS ECONOMIST
239 West 39th St.
New York

ADVERTISING & SELLING
The National Weekly of Modern Merchandising — Established 1891

J. M. Hopkins, President;
H. B. Williams, Vice President;
E. B. McCaffrey, Secretary;

ADVERTISING & SELLING CO., Inc.,
471 Fourth Avenue, New York, N. Y.
Telephone, Madison Square 1765-6-7

Ralph B. Smith, Managing Editor;
George Roosevelt, News Editor.

30th Year | DECEMBER 11, 1920 | Number 25

It Pays to Advertise NOW!

Manufacturers and Sales Executives Endorse Opinion That Intensive Advertising Drives at This Critical Moment Will Go Far to Relieve Depression

IF the manufacturers and advertising men ever meant anything by their glib recitation of the old slogan, 'It pays to advertise,' this is the time to prove it.

"If they ever really believed that it paid to advertise, an incombatable logic must force them to the conclution that it pays to advertise more than ever NOW!"

That is how a prominent New York banker summed up his view on the relation of advertising to the present situation—a view which manufacturers and their advertising executives, writing to ADVERTISING & SELLING, have endorsed.

WHY ADVERTISE NOW?

It doesn't matter, he pointed out, whether we call the depression "psychological" or "economic"; successful users of advertising have declared that the psychological force of effective advertising can change the economic bases of action. Ergo, they must believe that advertising used effectively in the present crisis can lift business out of the depression whatever its causes.

What is this depression? Here's how he made a short-cut to the gist of it:

The consumer is convinced that prices are going to drop further. Believing that, he is buying only necessities and mighty few of them. The dealer, confused by the fog of uncertainty that clings around business today and unwilling to take a loss on goods stocked up before the drop began, has been holding his prices above the logical level and has not been stocking up with new goods. There are some exceptions to that statement, but it goes for the most part. The manufacturer, faced with the sudden collapse of his market, has slackened work, laid off labor—closed up shop in some cases—and sat down mournfully to watch the accumulation of unsold goods in his warehouses.

The consumer is the key to the whole situation. He must be stirred out of his apathy. His desires must be stimulated, quickened. We can tell him that refusal to buy will only result in an accumulation of demand which must go still further to retard a measured return to that "normalcy" for which all of us crave.

But, says this banker, we needn't tell him anything so abstract. Let's get away from this nervous preoccupation with "readjustment" and "normalcy" and all the rest, which is one of the clearest real causes of the depression, and talk plan, brass-tacks selling.

MAKE THEM "OBEY THAT IMPULSE"

This means going out to the consumer as we did in the forgotten days of yore and hammering at him with arguments for your goods, my goods, everybody's goods, in a way that will revivify the buying instinct. It means converting his impulse to have into an impulse to buy. It means advertising.

But it means something more than that. Our campaigns in the national publications and our regularly scheduled campaigns in the newspapers are going on as usual. Some of them are mighty good campaigns, even for a buyer's market. *But we haven't any sustained market yet.*

It means intensive advertising superimposed as a plus effort on the scheduled plans. It means a real drive to force action—immediate action.

There are excellent psychological—that over-worked word—reasons for stimulating the buying impulse at just this time. Christmas, the big buying season of the year for a great many lines, is just two weeks away. The holiday buying has been deferred and will come with a rush at the last moment. In doing that holiday buying the consumer never plays his cards quite so close to the chest as he does at other periods of the year. Christmas itself is a powerful advertising stimulus to purchase. The tensely closed fist on the family purse will relax. Then why not employ every effort to capitalize that relaxa-

National Biscuit Co.

From a seller's market the pendulum has swung to the opposite extreme—namely, a buyer's market. The best interests of the country, of course, demand that the pendulum swing in the middle. To mix the metaphors, we want the open road to business. The present situation is only temporary—the country is too wealthy in the caliber of its men and women, in its mineral, agricultural and industrial resources, in its abounding opportunities, to be anything else. Only a fool would be a bear on America.

In the meantime advertising will do much to bring about a quick return to that "normalcy" of which we have heard so much lately. Advertising, the greatest of merchandising aids, should point the way. So far as this Company is concerned we purpose to continue our advertising as we have, consistently and persistently, for the past twenty years.

A. C. MACE, JR.,
Advertising and Sales Mgr.

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Mint Products Company

It is our belief that, with the continuation and extension of our advertising policy to the public in general, a quick resumption of consumer buying will result shortly after the first of the year. We believe the present and apathetic condition of the jobbers' mind is not reflected to the retail trade to any serious extent, and that as far as the consumer is concerned, as soon as we can, by our advertising, remove the psychological (I hate to use this much-overworked word) and fictitious mental attitude, business will be as good, or better, than ever.

I certainly do not think it the time for advertisers to cut their schedules.

E. J. Noble,
President.

Eastman Kodak Co.

The term is rapidly getting to be bromidic—but we are up against a buyer's market. It is going to take real salesmanship to move the goods. Each of us, for his own product, has got to make the "desire to possess" the dominant desire in the minds and hearts of his prospective customers. The cheapest way of doing this is by advertising, advertising, advertising. And if this advertising is done wisely it will, in my opinion, nearly, if not entirely, take up the slack—and quickly. An optimist? Of course. It is up to the manufacturer, right now, to do something more than keep his dealers well stocked. He must help them move the goods, both by his general publicity and dealer helps.

L. B. Jones,
Advertising Manager.

Pyrene Mfg. Company

It has always been the policy of this Company to advertise its product consistently and continuously to the consumer through good times and bad. We have not considered making any change in this policy, and, in addition to our regular advertising campaign which usually finishes up in the December number of the leading magazines, we have planned a special Christmas drive this year, and during the whole month of December our entire sales force will be working with the dealers, endeavoring to show them how to stimulate their Christmas business.

I believe this will be a bright and cheerful Christmas for the great majority of people, and that fire protection in the home is just as necessary in bad times as it is in good times, if not more so.

Walter Bauer,
President.

tion, to bring the pendulum of buying, suddenly swung from one extreme back a little way toward the other, to dead center—and "normalcy?"

But the most weighty reasons for an intensive advertising drive in the present situation would be applicable at any time of the year in which we found ourselves in such a situation.

When the fight is going against them the wise commander calls up reinforcements—if he has them.

Business has reinforcements. It can reinforce its selling effort with increased advertising.

F. M. Hoyt Shoe Co.

We believe that these are the times to plan intensive as well as extensive advertising campaigns. This is why our appropriation will continue to be larger.

When the entire atmosphere is charged with so much uncertainty, it seems most natural that the majority of the people should feel doubtful as to the future. This gives the men connected with the larger institutions an opportunity correctly to point out the actual situation, which is not in reality nearly as bad as a great number believe.

The consuming public must have confidence before it will buy. It seems to us that it becomes the duty of those who are in business to instil confidence in the minds of the consumer through advertising to encourage them to continue making purchases which will be reflected all along the line back to the manufacturer.

T. E. Cunningham,
Vice-President.

At the annual meeting of the Association of National Advertisers held at Lakewood, N. J., it was the consensus of the opinion of the delegates attending that they should "devote their appropriations to the shortest and most direct line of communication between the advertiser and the consumer—the means * * * that will carry the sales message to the consumer the quickest."

Upon the speed with which that message gets to the consumer, upon the force which it brings to bear upon him our immediate business future is dependent.

That is the consensus of the opinion of leading manufacturers and successful advertisers whom Advertising & Selling has sounded on this matter.

Men who have the reputation of being qualified to speak with authority on advertising subjects are being daily approached by persons inquiring whether advertising "is going to drop off on account of the slump?"

A few years ago, confronted with a like question under like conditions, the obvious answer would have been, "Of course, advertising will drop off." Today it is the part, not only of optimism but of good sense, to declare that the big, important advertisers who count will keep their appropriations up to the needs of the hour.

It is true that many of the two hundred delegates to the A. N. A. meeting made it quite plain that their directors were demanding that "one advertising dollar do the work of two this year," but their interpretation of this is that advertising must be twice as good, not half as extensive. It is significant of the determination of these leading advertisers that of ninety-eight who answered a questionnaire regarding coming advertising activities fifty-nine stated that their appropriations would be increased.

"Twice as good and at least as extensive" will go far toward ensuring the business future, but how about the business present?

Intensive advertising—a "drive" designed to reach the consumer by that "shortest and most direct line of communication"—has been advised to stir the buying impulse now, to start goods flowing over the dealer's coun-

(*Continued on page* 38)

Gruen Guild

Excepting possibly a few lines, there are no large stocks of merchandise on hand and the holiday season will deplete many of these to the extent that conservative buyers coming into the market will find only a meager supply of goods available, resulting in a scramble to place orders and in rising prices. Let the circulation of this truth get started and there will be a quickening in trade. There is no way to do it so effectively as by real advertising on a large scale and there is no time like the present.

The consumer is buying right along, while the dealer may not be and many manufacturers may not be producing, all the e three factors are the very things, as I see it, that will make a quick revival, and all the more so, if many manufacturers put on an intensive advertising drive to arouse the consuming public from any dangerous apathy that he might get into.

Fred G. Gruen,
President.

Why Dress Your Business in a Bathing Suit?

Cold Merchandise, Coldly Presented to a Cold World, Will Be Frozen Out—Clothe It With Its Romance

By J. K. FRASER
Vice-President, The Blackman Company

AWHILE back I read the formula of an insurance agent who had specialized on selling big men.

His first big men overawed him and left him tongue-tied.

He finally hit upon the device of imagining his man in a bathing suit. In this garb, the big man came off the imaginary pedestal and took on human, even humorous, points. Our insurance friend then sailed ahead with a full flow of fluency.

Successful merchandise has generally gained a great deal of its respect from the dress and setting thrown around it.

Few of our leading standard brands, if presented to us stripped bare, would have survived the ordeal.

George Lederer has told how he transforms obscure spear carriers into top-line stage beauties by the dress, the manner and the setting he gives them.

If it takes the art of a Lederer to make men appreciate A-1 good looks, we surely have something to think about when we appeal to less primitive impulses.

The world is full of meritorious things which have stayed suppressed because they could not rise above the plain facts of their being.

Many a near-top liner in the field of merchandise is anchored to its "near" position only by lack of imagination and largeness of view in the setting put behind it.

We needn't tie a pink bow to our 10-cent straight (though I do recall a famous beer from Milwaukee which smoothed its path by fastening blue ribbons to the stoppers). We needn't fill our touring car with money bags to pique the interest of our new-rich. But we certainly do miss a very decided something if we put our merchandise before the public cold and bald, with no associational setting.

The law treats the corporation as an individual in perpetuity. And the law, in its wisdom, has sensed a warm fact whose value is too often ignored in business.

Between two individuals (or corporations) offering the same merchandise we have our choice—often a very decided choice. Why then *should* business fail to make the most of its individuality—the intimacies of its personality—when it steps up to do business with the public?

The tire from the finest rubber organization in the world laid side by side with the product of the most obscure rubber organization gains nothing by the comparison. Stripped of its background, it competes on a level with the lowliest rubber product.

A Slater shoe in a Third avenue window would attract no special attention.

A Tiffany brooch on East Fourteenth street would doubtless pass for brass.

Too many men who sit in the midst of business romances rivet their minds to the hard, bald facts. They plank their necessarily unbeautiful merchandise into their advertising show window and support it by the Queen's English stretched close to the snapping point.

It Pays

By PAUL YOUNT

How big's your business, Mr. Man?
A speck in Life's great fryin' pan!
And yet We All are prone to think
There's not a solitary gink
In all this grand and glorious land
Who doesn't know Our Make and Brand--
Who doesn't think that what We do
Is just the thing! Beyond taboo.

And so, because we are so wise,
We hate like sin to advertise,
We hate to spend our hard-earned dough
To tell the people "What They Know."

But if we'll stop and take our stock,
We're apt to get an awful shock
To find How Small's the Measley Bunch
Who even have the slightest hunch
Of What We Do and What We Make,
Now isn't that enough to take
Away Conceit and in its place
Make You Look Facts Straight in the Face?

If You'll do this, then I'll surmise
You'll go ahead and Advertise
With All Your Might and in a way
That's Bound to Make the Dern Stuff Pay!

Perhaps in a moment of sentiment they borrow a pretty girl, or a handsome room, or elegant typography, and surround the product with fancies which are anybody's property—stock stage settings available to all.

The other day a man stepped into the office looking for help. He said, "I want a poet." He manufactured tools. He, himself, was an engineer. But he was also an able business organizer. He knew that the poetry of his business was far more important to its correct interpretation than the cold, steely facts.

A man of such farsightedness will find his poet—and deserve him.

Few products are as individual as the businesses which created them. A business worth its salt has a real personality. This business personality, biography, history, spirit, aura—call it what you will—is waiting on almost every corner for the minds that can find and aptly express it.

No business which has reached a high position is without its romance, its glamour—an impressive setting for its merchandise.

It doesn't take a raging egotist in the way of a business to unmask itself to the public in impressive fashion. We are in a day when a warm heart in a business may promptly win what square miles of bricks and mortar would fail to win. We are at a time when we like to know what is behind success—when we are pleased to find that decent earnestness, high aims, and warm, right convictions lead to success.

We like to deal with success of that kind.

Cold merchandise, coldly presented, before a cold world, is in much the same position as the industrial captain referred to in his bathing suit. By sheer force it may make its impression. But the same sheer force is available to the company whose bathing suit constitutes its entire wardrobe.

The little hard facts are easy enough to pick out and exploit. But so are the large, broad, warm truths —if we approach them in the right spirit.

If your company has other clothing, don't dress it in a bathing suit.

Retired—Old General Publicity

Marshal Brass Tacks Advertising Is Today the Officer in Command of the Selling Campaign

By WILLIAM H. RANKIN
President, William H. Rankin Company

THE selling forces of America are undergoing a shake-up, and they need it. Old General Publicity, dignified and imposing veteran, has been invalided—retired on no pay. A hurry call has been sent to Marshal Brass Tacks Advertising to hasten to the front and direct the campaign against a buyer's market. We may expect to see this hardened warrior, rough and ready at times, soon on the firing line.

The selling organizations of the country, by and far, practically with no exception, need Brass Tacks Advertising. They need it at once. They need plenty of it. They need it with the brass tacks showing, unmasked of all camouflage.

A NEW DAY, A NEW ORDER

Old General Publicity and his noble and aristocratic corps have made a pleasant and imposing sight for several years. They have been splendid on dress parade. They were fine warriors when the business of the day was to go out and take orders, when customers were begging to be taken. Their chief function was to apologize for orders they could not accept, and orders they could not fill. They were clothed in the most glorious raiment of advertising, a vast amount of gilt braid and plumes. They were always clean-shaven. They wore stiff, white collars. They glorified trade-marks and reputations. They glorified advertising itself.

But they are through now. A new day calls for a new order of things. Handsome art, bromidic sermons, general discussions of things near and far, philosophy, and entertainment are no longer good ammunition for the work that must be done. They have little to offer in our intense buyer's market. The situation (I will not say the crisis, because it is not a crisis) demands Brass Tacks Salesmanship in advertising.

Make no mistake, we are in a buyer's market, one of the hardest buyer's markets that men of this generation have seen. Buyers not only can pick and choose what they want, but seem to be choosing not to want very much. The desire to buy and the wish to have new things are sleeping. It is not solely a quarrel with price. High prices probably did kill the public's appetite for new things, but price, even lower prices only, will not restore the appetite. That must be done by the strongest, best advertising of the most practical selling type. It will not be done by general publicity advertising.

THE FUTURE IS BRIGHT

I have purposely said that the present situation is not a crisis. There is no occasion for any. There is nothing needed, except a new way of doing business, a new flavor to selling, a new point of view on the part of salesmen. But we are not facing anything new. The fact is the buyer's market is the normal market. It is certainly the market in which all of us must do business for many years. A seller's market, statistics show, does not occur more than once in a half-century. We have had our seller's market. We are through, and from now on we must work in a buyer's market; work to get it as salesmen have always worked with rare exceptions. We are back to normal hard work, hard-thinking salesmanship, and we are going to stay there.

Nevertheless, the only difference between a buyer's market and a seller's market, from the standpoint of the salesman, is a point of view. His viewpoint becomes active, instead of passive. What's more, the active, real salesman comes into his own in a buyer's market. Real salesmanship gets its reward. An easy market coddles a go-easy salesman.

The same thing is true of advertising. It grows sleek. In the new order of things, advertising may not have leisure time, but it will be a business, better, busier, and more interesting. The point for all salesmen and advertising men, and I mean all those engaged in the business of selling goods, and getting them into the hands of the public, is to realize the new order of things. They must realize that the time for going out and taking orders is over. They have to "go git 'em," like a two-gun sheriff.

NO ROOM FOR ORDER-TAKERS

We must go back to the old days of advertising and selling—the days when the salesman planned out his work for days, weeks, or even months ahead of time, and studied each prospective customer's individual need, and then based his selling argument to fit that need.

There is no room to-day for "order-takers" in the Sales Rank. The buyer must be approached properly; he must be interested; next the desire to purchase, the buying impulse, must be planted in his mind, and then the sale must be closed.

In looking through the newspapers, farm papers, magazines, trade papers, street-car cards, billboards, even to-day we rarely find an invitation to buy the article advertised. Very

A Change in Command

THE test of an army, military tradition tells us, is its showing on the defensive. That isn't true of the sales army that fights the selling campaign. Its test comes in the shift from the defensive to the offensive.

Though the metaphor is a loose one we may say that for several years now we have been fighting a defensive campaign. We have been content to rest in our trenches and, literally, to resist an onslaught of buyers. Even our advertising has been defensive, calculated, seemingly, simply to let the buyer know that we were still on the job, though resting.

Now we are going over the top. We believe that our selling army—advertising men, salesmen, publishers—will stand the test. But we have got to change leaders. Old General Publicity won't do.

Mr. Rankin's article tells why and explains the merits of the new leader waiting the call to battle. Marshal Brass Tacks Advertising, he says, is the man of the hour.

THE EDITOR.

seldom do we find the reason why anyone should buy. Advertisers have the "General Publicity" habit, just as salesmen have had the "we will take your order, but we do not know when we can deliver" habit.

Goods must be sold. The consumer must be urged to buy, and given logical brass tacks arguments that will convince the buyer. This means aggressive salesmanship, backed up by aggressive, sales-compelling advertising—brass tacks copy with illustrations that illustrate some point made in the advertising copy, just as Winsor McCay's wonderful cartoons illustrate the central thought or theme of Arthur Brisbane's full-page Sunday editorials.

Advertising copy, when written by men who have had years of experience, can be made not only to build prestige and good will, but it can also be made to do its real function in life, and that is *produce sales.* It will do it if the buying impulse is put into the copy. This sort of brass tacks copy—well illustrated—and with a closing argument that is convincing will create new buyers of the goods advertised. Then the advertiser will get what everyone now is clamoring for—"more direct results for the money expended," and that in turn will increase the value and volume of advertising.

The advertiser, the agency man, and the publisher who adjust their plan of business to meet these new conditions are the ones who will make 1921 our best business and advertising year. They will make advertising play a more important part, and be more effective and more useful actually than in the pleasant, go-easy days of Old General Publicity.

A Man Who Watched Advertising Grow Up

Joseph Addison Richards Was Writing Copy in an Agency When Trademarks, Now Old and Popular, Were Babes Crying for Recognition

By EDMUND McKENNA

WE have the impression that advertising writing is an ancient trade. Perhaps we gained that impression from Mark Twain's description in "Innocents Abroad" of how he discovered a minutely detailed advertisement of a gladiatorial contest in the Coliseum in the days of the Roman Empire.

However Mark's discovery may have misled our youthful minds the trade, or profession, as you will, is, with us, almost garishly new. It would astonish many people to meet the man who was and is the first professional advertising writer connected with an advertising agency in the United States. This man was a surprising discovery; in the first place because he is the authentic first man who made a profession of agency advertising writing, and in the second place because the man is himself so youthful, so buoyant, so vital and so graciously reminiscent.

HOW HE STARTED OUT

This man is Joseph Addison Richards. Mr. Richards still does five or six days' work every week in his agency, and in press of business very often takes a quantity of work home with him in the evenings.

My very evident surprise at learning Mr. Richards' position in the fifth industry in America was offset by his: "Well, I guess it doesn't prove anything but the youthfulness of advertising writing."

Of Mr. Richards' entrance into the profession of agency advertising perhaps we had better learn in his own words:

"When I left college in 1880," he told me, "to help my father, an advertising agent, who styled himself an attorney and councilor at advertising, there was a man in Philadelphia writing advertising. That man, although not a professional copy writer, was the father of modern advertising and his name was John E. Powers. I had known Mr. Powers, as he had succeeded my father as publisher of *The Nation,* Mr. Lawrence Godkin and J. H. Richards, my father, being the founders of that publication, now and since a national institution.

"The first agency that I entered as a professional advertising writer was that of James H. Bates, now the Morse International Agency."

While that is the authentic history of the case, it should be stated for the sake of clarity that there were men writing advertising before that time. These men, however, were solicitors who sometimes wrote the copy for a client, mostly in the client's shop or office.

Mr. Richards' position in the advertising field is unique in that he saw the beginnings of several great eras marked by mechanical advantages to business and progress in domestic life.

"I believe almost the first advertisement I ever designed," says Mr. Richards, "for at that time they were more designed than written, was an advertisement for the Scovill Manufacturing Company, which issued the first box camera for amateurs. A file of *The Century* of 1880 will show a Christmas advertisement of two children taking a picture of Santa Claus with a children's camera, offered for a comparatively small sum. This was a year or two before Kodak days.

"The Remington Typewriter was not a commercial enterprise until Wyckoff, Seamans & Benedict took the agency from the manufacturer, the Remington people. I did some of the first work for that typewriter.

WHEN OLD-TIMERS WERE YOUNG

"When L. E. Waterman was struggling to make a fountain pen a practical matter in commercial life I helped him, and later wrote a series of lessons on Fountain Pen Salesmanship, for at that time it meant something for a store to take a stock of fountain pens and handle them so that they would be salable. We wrote twenty lessons on how to handle such a stock and how to advertise it, and for many years these were the standard of Mr. Waterman's practice among his dealers.

"I recall how Certified Milk originated. It was in the town of Caldwell, New Jersey. A dairyman, friend of mine, began with a few cows and an ardent desire to produce pure milk. He finally came in touch with a doctor who had the same notion of supplying that sort of milk for the health of babies. I wrote advertising for the local papers in Montclair, Orange and Newark, with great interest in the certification of pure milk.

"And canned soups? I remember very well standing at the back of a Hoboken ferryboat on the way to



JOSEPH ADDISON RICHARDS

Montclair carrying a rather large, heavy package and offering to wager with my friends that they couldn't possibly guess what was in it; and when I told them I was taking home soup there was a good deal of a laugh. But so it was. The Franco-American Food Company made a canned soup that could not possibly be brought to pass in the average kitchen at home. As I often ate in their kitchen, right alongside of their boiling caldrons, with the Biardot Brothers, and wrote of their delicious product, I little realized that they were practically opening the doors of the canneries that had hitherto been closed by reason of the unmentionable things that were going on behind them.

"The Biardot Brothers were not really the first people to get out a canned soup. No, there was a little concern up in Boston canning soup, but it was almost among the unmentionables.

"In a certain sense, this was an era-making event. I wrote a series of advertisements for the Franco-American Food Company on the sanitary conditions under which their soups were made that opened the entire field of discussion on sanitation—sanitary cooking and canning. They were really the pioneers in preparing canned soup in daylight under the very best of sanitary auspices.

A PRIZE CONTEST

"When the Victor Talking Machine business passed from a talking machine, which name it had outgrown, to a real musical business, I was at work with them and I wrote for them a series of lessons on salesmanship, to dignify the proposition as a musical instrument and to cause every dealer to see what a great field he had in a record sale. I used the record to make the sales talk. On one side the record said to the dealer:

"Now, Mr. Salesman, give me a chance, if you please. I believe I can sell myself better than you can sell me."

"Somewhere in the midst of all these activities, I think in the year 1888, I saw an advertisement in the New York *Sun*, offering $1,500 in cash prizes to the men who would succeed in telling the best story in an advertisement to advance the cause of Victor F. Lawson's Chicago *Daily News*. He was one of the pioneers in reducing the price of the evening paper to one cent, and at the time of doing so he offered these prizes, that he might have material to flood his territory with the facts.

"I had a little bit of an advantage over some of my competitors, I am sure,—there were eight hundred and odd of them, and three thousand articles in competition—for I had seen Mr. Lawson's own writing in the shape of circulars that had come in for months to my father's office and I knew what style pleased him. He was to be the judge.

"I made six advertisements and I won the first prize. I think the fact that I jumped to the conclusion that if I could state in an advertisement that the man who wrote these words received a thousand dollars for his effort from the Chicago *Daily News*, I couldn't get any better attention-arrester, and this I proceeded to do.

The man who wrote these words received $1,000 for his effort from the Chicago *Daily News*. Why? Because he succeeded in telling the truth about that paper in the most effective way in a newspaper advertisement.

"Then I proceeded to condense all the good points which Mr. Lawson had made about the *News* into a single paragraph of adjectives, adding simply that if the reader in need of such a newspaper would give the foregoing statement full credit for candor and accuracy he would surely take some means of getting acquainted with that paper. I then proceeded to deal with each one of the adjectives and expand it into a single advertisement and so I wrote and set up seven advertisements in a style I thought would please Mr. Lawson, in type that I knew he used, and sent them along to him.

"I waited six months and used to joke with my wife about the thousand dollars I had in Chicago. One day father sent for me to come over to his office. I went, and found a letter and as I opened it a check for $1,000 fell out—I had won the first prize.

"Lorin F. Deland, the husband of Margaret Deland, now a famous writer, was the winner of the second prize.

SOME EARLY PROJECTS

"This really started things for me in the advertising writing profession, for immediately I was solicited to undertake various proj-

ects. George Turner, then publisher of *The World*, wanted to make me advertising editor, but I realized I hadn't equipment enough to tackle that terrible task.

"Mr. Turner wanted to offer me to his advertisers who desired help on their copy. It was a good idea at the time, quite unnecessary now.

"This was really the beginning of the recognition of men who had a distinctive work as advertising writers.

"Since then I have seen the advertisement grow and expand from a thing of words to something that combines words and picture, sometimes to the submerging of language in the illustration. I am still a firm believer in the power of language all by itself, just as I am in the other direction, sometimes a believer in the power of the picture all by itself. But, if I had to choose in this day of color and attraction of all kinds, between the clarity of language unadorned and illustration at its very best, I would take the former as the best salesman.

"Strange to say, when it comes to the matter of art in advertising, the introduction of it came from England when 'Bubbles' was introduced into the advertising of Pears' Soap, in a very effective manner. But, strange again, real art has seemed to languish in British advertising, whereas the idea gave to American advertising agencies a new impetus, and it wasn't long before some of the best American artists were quite willing to receive commissions from advertising agencies to illustrate the goods of their clients.

"There was a period, it is not so long ago, when a man who wrote books and called himself a producer of literature wouldn't touch advertising writing. Many of them now write about advertising that is literature as well.

ADVERTISING REMINISCENCES

"Again, I saw the early days of the house organ, and at one time I edited four of these publications for Ferris, the Ham and Bacon man; one for Green, the Felt Shoe man; another for Alfred Dolge, at the time he tried to establish the Autoharp, and another for a watch case maker, Joseph Fahys & Co. Thus I saw the house organ, this very effective channel of advertising, start and was in at the beginning. I believe in it today just as thoroughly as I did then.

"I have seen also the beginning of the advertising journal of today.

"Allan Forman published a journal called *The Journalist*, and after I had won my prize he interviewed me and published my picture.

"During the early part of my work I was heartily content to be a sort of family doctor in the advertising business, treating all cases and feeling competent to do so, writing, furnishing ideas on media and everything of that sort; but the requirements of clients became so manifold in every direction, both as regards copy and media, that all this brought in the necessity for trained specialists in all these lines, until now advertising in all its breadth is a matter of related units that can only be handled by a well-equipped organization of specialists."

It will be seen from these reminiscences with what wealth of experience Mr. Richards speaks of advertising in its relation to social and commercial progress. He met many personalities in the course of his long career. Some of them are known to the public because of stupendous success and others buried in the oblivion of obscurity. Here are two of them he tells about:

"There is one type of man that

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Big Guns in the Dealer Campaign

THESE days are notable for sudden decisions on the part of manufacturers that, after all, valor is the better part of discretion and it may pay to use extra-heavy artillery and costly ammunition in the dealer campaign.

Among the companies who have fallen into line with big, big guns is the Piso Company, of Warren, Pa., manufacturers of a well-known remedy for coughs and colds. The latest effort of this company is the use, as a display piece, of a live, attention-riveting painting by Norman Rockwell, a reduced reproduction of which, in black and white, appears herewith.

This painting serves two purposes. Placed in the dealer's window it attracts attention to Piso's and works toward the increase of his sales of that line just as any other good piece of selling copy would. Properly merchandised by an advertising department which knows how to capitalize its art value and its obvious costliness it impresses the dealer with the quality of the backing that the company is giving him and with the company's interest in his welfare, thus becoming an effective creator of dealer good-will.

In the dealer folder sent out to merchandise this display piece and at the same time to outline the campaign for late 1920 and early 1921, the Piso Company says:

We had only one purpose in mind in having Norman Rockwell—the artist who draws a great many of the front covers of *The Saturday Evening Post*—paint this Piso picture—*More Sales For You.*

We told Norman Rockwell to go the limit and do his best to give druggists the finest piece of display they ever received. This is the result.

It is a splendid display for window, shelf or counter.

It links you up with the great Piso demand.

It links you up with all Piso advertising.

It is good enough to win a place in any art gallery. It is fine enough to hold the attention of your public for months—even for years.

This expensive display picture is simply one element of our co-operation—hence there is not a penny's cost to you. No "ifs"—no "buts." Just mail the enclosed postcard.

These are well-put incentives to action. Of course, the best incentive of all is the reproduction of the Rockwell picture itself, which appears in the folder.

"Big guns and heavy ammunition" is not the only answer to the question of how to make the dealer use the "helps" furnished him. But it is one answer that seems quite satisfactory to the manufacturer who makes it.



This is heavy ammunition—and real advertising art—that is calculated to impress both dealer and consumer. Norman Rockwell painted it for the Piso Company

Advertising's Aid to Readjustment

It Has Served Effectively to Sustain Active Markets and to Protect Business in a Declining Market

By J. C. McQUISTON
Retiring President, Association of National Advertisers*

ANOTHER milestone has been passed by the A. N. A. At this time the A. N. A. is representative of 320 companies—the biggest, most progressive and most consistent advertisers of this or any other country.

No one will question the statement that the coming together of you advertising managers, from time to time at our annual and mid-year meetings, has been the most powerful and impelling influence actuating you, and no one can fully estimate the extent to which these gatherings have contributed to the sanity, common sense, and, altogether, the high effectiveness of advertising the world over.

That "the pen is mightier than the sword" is today an acknowledged reality. In the war program this statement was put to the crucial test and was not found wanting.

ADVERTISING AND "READJUSTMENT"

So far in the reconstruction or, as in America we more properly term it, the readjustment program, advertising has been doing what is generally believed to be a tremendous work in the stabilizing of business, both national and local. Some may say that advertising was not necessary following the war, and that our markets would have continued prosperous without advertising on account of the accumulation of credit by the average citizen and the continuation of work at good pay. However this may be, it is generally accepted as a fact that such advertising as has been sufficiently effective to create what may be called favorable and lasting impression will now have its opportunity to play its part in sustaining active markets when hesitation in buying is seen on every hand.

At the Bedford Springs meeting the program was referred to as one for business. Then we were looking forward to conditions such as are now upon us. We knew it was only a matter of a short time till the intoxication of buying and the consequent high price level would give way to a decline in both purchase and price. Sanity, conservatism and directness of appeal were emphasized by formal addresses and informal discussions at every session.

Since the Bedford Springs meeting it appears that our markets have reached the mountain top and that business is now receding toward a normal level. What that normal level may be is a matter for conjecture. Doubtless more people are wrong than right as to how low the prices of commodities will go, because the memory of man (and woman) is so good that they can, with positiveness, state the prices current before the war for clothes, foods, autos and practically everything else. Without any other level, or any other consideration, *that* is the level the buyer in general is waiting for.

Now, what has advertising to do with a situation like this? I answer, that is why we have met here. The printed word "mightier than the sword," both in editorial and in advertising appeal, can do much to instil common sense in selling and buying, and in sustaining a confidence that will keep our markets sanely active.

The press can contribute mightily to sustaining public confidence. This is no time for a pessimistic editorial in any American paper. The pessimist never won a battle nor a race. Neither can a gloomy press contribute to a constructive plan of business. When the editorial policy is depressed, it is time for the advertiser to omit his advertisements and to save his money. Certainly no advertiser can expect to derive benefit from his advertisements if his appeals to buy are offset by a dark and dismal opinion in the editorial page. I believe that in the readjustment program we are not just beginning. On the contrary, we are a long way through it, and although there may be some stony spots and some sandholes to pass over, we shall soon emerge, as we always have, better and wiser for the experience.

Business is not yet an exact science, although it is more nearly so to-day than ever before.

Within a period of five years, production and prices ascended to heights hitherto unknown. During this time, despite pessimistic predictions, American industry met and conquered every obstacle. In meeting these difficulties, advertising has played a most important part. Now, another problem—a big one, I grant you—has arisen. It is to safeguard business in a declining market. In this declining market, if buyer and seller will keep their heads, it should be possible for us to return to normal conditions gradually and with safety and avoid that sudden drop that shatters industry, labor and investments. I believe that we can do this. I believe we will. But here again advertising will have its opportunity.

A. N. A. PERFORMING IMPORTANT SERVICE

It is pleasant to note the strong financial condition of the A. N. A., which speaks well for the administration of the headquarters office. The increased revenue, coming from increased membership, as shown in the secretary's report, is quickly transformed into service, which is constantly increasing, for our membership. The A. N. A. is surely performing a worth-while service in the building of Better Business.

I would be amiss if I did not mention, especially, the wonderful work of our central office. The service of this office has reached almost every member in one or more ways this year, and if there should be any members who have not received some form of service it is only because such members have not called for it.

Note that the average of individual data services rendered monthly this last year has been over 2,500. This is five times as great as last year.

In this connection I wish to draw attention to the active and splendid work of all committees. The experience and work of the men on these committees make possible the collection of data that is yours for the asking.

Finally, I wish to express my appreciation and my thanks to the members of the Board of Directors, to the secretary and staff of the headquarters office, for the assistance and support accorded me during the year.

*Part of the Presidential address delivered before the Lakewood meeting of the A. N. A.

A Sound Basis of Fairness

is being gradually built in under advertising which is making it more positive in results and easier to buy and handle

The Globe
AND Commercial Advertiser.

is proud of the place it has taken in helping to lead the way to much of the progress

1911 For definite proved net circulation. Started the movement which resulted in the Audit Bureau of Circulations. First New York newspaper to sell space on the new basis.

1912 Started the movement to advertise advertising resulting in the organization of the Bureau of Advertising of the American Newspaper Publishers Association.

1914 Established commodity basis for selling advertising, same rate local and foreign for same service with commission to agent on any business developed by him.

1916 Advertising rates scientifically based on definite costs. Dividing enormous increases of extra expense fairly between reader and advertiser.

1917 Through co-operative effort sought to show other newspapers the advantage of scientific management to hold down arbitrary advances in rates.

1918 Established general adoption of 15% commission to agents and 2% cash discount, by repeated circularization of newspapers, propaganda in trade papers, etc., etc.

1919 Withdrew allowance of commission direct to all advertisers on expiration of existing contracts, compelled those who demanded the making of cuts, drawings, etc., to pay for them and established the principle of saving expense to the man who does not demand nor receive the extra service.

1920 Established principle of an absolutely flat rate on expiration of all existing contracts, which permits a man with a 50-line ad to buy as cheaply as an advertiser using 30,000 lines.

Definite proved circulation, commodity base for sales, fair play to all advertisers and absolute protection to the agent

Member A. B. C.

THE NEW YORK GLOBE

JASON ROGERS, Publisher

170,000 A Day

A. N. A. Girds Its Loins for Battle

Delegates at Lakewood Meeting Prepare to Combat Depression With Greater Advertising Effort—New Officers Elected

"JUST Before the Battle." The old hymn, if it could be reft of its note and gloom, might well have been the convention song of the Association of National Advertisers at its meeting in Lakewood, N. J., Monday, Tuesday and Wednesday of this week, because every one of the 195 delegates showed clearly not only that he himself was convinced that the year 1921 is to be a year of strenuous business battle in which production, economy and efficiency will win, but that in this he reflected the conviction of his house. And all at the convention were planning their campaigns and arranging their forces for the battle that will be on when the new year comes.

DISCUSS APPROPRIATIONS

Every delegate who reported expressed in terms definite and certain that his company insisted that in the advertising department and in every other department in 1921 one dollar must do the work that two dollars did in 1920.

It is not strange, therefore, that the application of 1921 advertising appropriations was discussed widely, nor that other means for creating sales than the usual advertising channels were considered.

In many cases, it was brought out, advertising appropriations would be increased over those of 1920, but it was thoroughly understood that so long as advertising rates remained where they are today a dollar of advertising must be spread thin in places where it is now reasonably heavy. This leads, naturally, to what will be a momentous decision for advertising mediums, favorable to some and unfavorable to others. That is:

Since sales are the one thing that must largely be produced and increased by advertising, the advertising managers have determined to cut in large measure, if not entirely, good will and institutional advertising and devote their appropriations to the shortest and most direct line of communication between the advertiser and the consumer—the means, as it was openly expressed, that will carry the *sales* message to the consumer the quickest.

"Magazines and other periodicals," said one delegate who would not permit the use of his name, "are bound to suffer, and newspapers that can produce sales are going to benefit. The effect, in my opinion, will be felt next spring and during the months that follow."

Officers of the A. N. A. 1921

PRESIDENT:
Mont. H. Wright, John B. Stetson Co.

VICE-PRESIDENTS:
J. D. Ellsworth, American Telephone & Telegraph Co.
H. J. Winsten, The H. Black Co.
R. H. Fellows, Addressograph Co.

SECRETARY-TREASURER:
John Sullivan

DIRECTORS:
Geo. S. Fowler, Colgate & Co.
H. K. Gilbert, Oliver Typewriter Co.
E. T. Hall, Ralston Purina Co.
W. T. Chollar, Atlas Portland Cement Co.
Don Francisco, California Fruit Growers Exchange
L. B. Jones, Eastman Kodak Co.
W. H. Marsh, Burroughs Adding Machine Co.
W. A. McDermid, Perfumerie Lourney
F. N. Sim, Timken-Detroit Axle Co.
P. L. Thomson, Western Electric Co.
L. W. Wheelock, Stephen F. Whitman & Son, Inc.
J. S. Whichert, Mellin's Food Co. of No. America

During the morning of the last day of the meeting, when but ninety men were present in the session, a questionnaire was circulated which follows. Not all filled out the questionnaire. The replies as they were assembled were:

Replies to this questionnaire showed that fifty-nine of the companies represented had increased their advertising appropriations for 1921; that eleven had decreased it, and that seventeen would keep it the same as in 1920. Seventy concerns are releasing their 1921 campaigns and twenty-one are holding up insertions. Ten of the latter, however, stated that they would release their advertising within a period of four months; two in one month; five in two months; two in three months, and one in four months.

To the query, "How long, in your opinion, will the present uncertainty continue?" seventeen replies indicated that those who wrote looked for a let-up some time between January and April; thirty-eight some time between April and July; fourteen between July and October; five between October and January, 1921; four expected one year of depression, and one two years.

Election of officers made Mont H. Wright, of the John B. Stetson Company, president; J. D. Ellsworth, American Telephone & Telegraph Company; R. N. Fellows, Addressograph Company (both re-elected), and R. J. Winsten, H. Black Company, vice-presidents. George S. Fowler, Colgate & Co.; H. K. Gilbert, Oliver Typewriter Company, and E. T. Hall, Ralston Purina Company, were named directors, to serve three years, replacing L. R. Greene, Jack W. Speare and Tim Thrift, whose terms expired with this meeting.

RESOLUTIONS ASK GOVERNMENT CO-OPERATION

Resolutions were passed recommending that Congress support the work of developing the efficient and economical distribution of farm products; urging Congress to take immediate steps to increase postal salaries and facilities and to conserve the morale and enthusiasm of the entire department, to the end that the present sad condition of the mails be done away with; thanking the retiring officers for their services during their terms; recommending that members support every effort to reduce the number of the sizes, weights, covers and grades of paper, in order that economy and greater efficiency in the use of advertising material may result, and requesting Congress to make the necessary appropriation to conclude the preparation of a new schedule of import and export classifications.

John Sullivan, who was re-elected secretary-treasurer, told the meeting that the Association was never in quite so strong a position financially as it is today, notwithstanding that the office staff is double what it was four years ago and salaries have been increased three and one-quarter times over 1916 to meet the growing cost of living.

(*Continued on page* 32)

Collier's
THE NATIONAL WEEKLY
5¢ a copy



South Bend Watches and Collier's

The South Bend Watch Co. is using Collier's as the backbone of its national advertising campaign.

Read Collier's

NEWS OF THE WEEK

Six More Accounts With Cramer-Krasselt

New accounts recently placed in charge of the Cramer-Krasselt Company, Milwaukee, include Cresta Coffee Company and Rundle-Spence Manufacturing Company, Milwaukee; Hardy-Ryan Abstract Company, Waukesha, Wis.; Midwest Corporation, West Bend, Wis.; Willard Multitool Company, Lansing, Mich.; and Fireproof Shoe Company, Jackson, Mich.

Snodgrass & Gayness Has Gas Appliance Account

Snodgrass & Gayness, Inc., New York, has been appointed to advertise the Vulcan gas appliances made by Wm. M. Crane & Company, New York.

Printz-Biederman Appoints New Advertising and Sales Heads

The Printz-Biederman Company, manufacturer of Printzess coats, suits and other women's apparel, Cleveland, O., has appointed Edwin Ensten as sales manager and L. W. Newmark to have charge of the advertising department.

Mr. Ensten, who has represented the company in New England, succeeds Charles J. Crockett, who recently resigned. Mr. Newmark has been traveling in New York State.

Buys Philadelphia "Press" Building

The Beck Engraving Company has purchased the six-story building formerly occupied by the Philadelphia *Press*, at the northwest corner of Seventh and Sansom streets.

Storm Agency Advertising Cuban Cigar Manufacturers

The Cigar Manufacturers' Association of the Island of Cuba is now advertising through Jules P. Storm & Sons, Inc., New York, to acquaint the public with the fact that the 1920 crop of Havana tobacco is the best since 1905, and that the price of imported cigars is reasonable and cannot come down for at least a year.

Wm. J. Morton Visiting Pacific Coast

William J. Morton, president of the Wm. J. Morton Company, special advertising agency of New York, is visiting his papers on the Pacific Coast in order to investigate present and prospective business conditions.

Sullivan, Latshaw and Jones to Speak December 14

John Sullivan, executive secretary, Association of National Advertisers; Stanley Latshaw, of *Butterick's*, and Lester L. Jones, Labor Commissioner of the New York City Publishers' Association, will open the discussion on "What Is the Future Trend of Advertising Rates?" at the Open Forum meeting of the Sphinx Club, New York, on the evening of December 14.

International Harvester in New Orleans

The International Harvester Company, Chicago, has purchased a site for a manufacturing and distributing plant at New Orleans.

Delta Electric Appoints Moss Agency

The Delta Electric Company of Marion, Ind., large manufacturers of electric bicycle lamps, has appointed the Moss Advertising Agency, of Marion, Ind., to handle its advertising. The company has been conducting a national campaign in twenty-five or more magazines, and plans to increase its appropriation for 1921 considerably.

La Porte & Austin Will Advertise Fireproof Doors

La Porte & Austin, New York advertising agency, has been appointed by the A. C. Chesley Company, Inc., New York manufacturer of fire-proof doors, to handle its advertising for the forthcoming year. This agency is now placing copy in national mediums for the Sedgwick Sales Company of New York, maker of the Erp spare rim carrier.

Hyman Joins Chas. H. Fuller Co.

Claude S. Hyman, formerly advertising manager of the Standard Motor Truck Company, Detroit, has joined the copy staff of the Charles H. Fuller Company, Chicago, in the automotive department.

Fashion Publications Merged

Fashionable Dress, New York monthly publication, has taken over *Fashion Review*, also of New York, the latter ceasing publication with the November issue. Subscribers will receive copies of *Fashionable Dress* for the unexpired period of their subscription.

Starts Empire Advertising Service

Frederick F. Roeding has severed his connection with LaPorte & Austin, New York, to form the Empire Advertising Service at 298 Broadway, New York City.

New Kelly-Springfield President

Van H. Cartmell, president of the Kelly-Springfield Tire Company for the past eighteen years, resigned his office on December 7, on account of impaired health and advanced age.

F. A. Seaman was elected to succeed Mr. Cartmell as president of the company. Arthur Sachs, of Goldman, Sachs & Company, New York, was elected a director.

Judge Moore Joins Seaman Paper Co.

Judge Charles F. Moore, who for many years has been identified with the paper industry and is perhaps as well known to the trade as any other man in it, has recently become associated with the Seaman Paper Company as special representative.

Judge Moore's capacity and wide experience admirably equip him to assist the executive department of this rapidly expanding company in many ways. The connection should prove to be to their great mutual advantage.

Gundlach Has Hardware Account

The Gundlach Advertising Agency, Chicago, is now sending orders to trade publications for the Allith-Prouty Company, sliding door hardware, Danville, Ill.

Julian Harris Purchases Interest in "Enquirer-Sun"

Julian Harris and Thomas Loyless have bought the *Enquirer-Sun*, of Columbus, Ga.

Mr. Loyless is a very well known publisher in the South and Julian Harris has just recently returned from Paris, where he was general manager of the Paris *Herald*.

Previous to his going to Paris, Mr. Harris, who is a son of the late Joel Chandler Harris, was Sunday editor of the New York *Herald*, also advertising manager of the Evening *Telegram*.

Before coming North, Mr. Harris was connected with the Atlanta *Constitution*, and was also general manager of *Uncle Remus' Magazine*.

New Accounts With W. J. Bryan & Co.

The accounts of the Kelsey Heating Company, Syracuse, warm air generators, and the Harry C. Lee Company, New York, sporting goods, are now in charge of W. J. Bryan & Company, New York.

Heads Citrus By-Products Sales

E. T. Cassel has been appointed sales manager of the Exchange By-Products Company, which is affiliated with the California Fruit Growers' Association.

Will Advertise Corsets and Chain Shoe Stores

The Kalamazoo Corset Company, manufacturer of Madam Grace corsets, has placed its advertising account in the hands of the Irwin L. Rosenberg Company, Chicago. A special campaign for "Graceful Stouts" corsets will be run in newspapers and the women's magazines.

The advertising account of Maling Brothers, who operate a chain of shoe stores in Chicago, has also been placed with this agency.

R. B. Scribner, Southern Pacific Advertising Agent

Romeyn Brown Scribner, recently general manager of Doremus & Company, New York advertising agency, has been appointed advertising agent of the Southern Pacific Company. Mr. Scribner was at one time connected with A. W. Shaw & Company, Chicago, and with the William H. Rankin Company.

Buzby-Raughley Has Steel Account

The Buzby-Raughley Company, Philadelphia advertising agency, has obtained the account of the Lancaster Steel Products Company, Lancaster, Pa.

Fuller to Advertise Orangeine Powders

The advertising account of the Orangeine Chemical Company, Chicago, is now being handled by the Charles H. Fuller Company of that city. An appropriation of $35,000 has been made.

Coca Cola Trade-Mark Protected

Through a decision handed down recently by the Supreme Court of the United States the Coca Cola Company won an important suit to protect its trade-mark rights against infringement. The court upheld the Coca Cola Company's proprietary right to its trade-name.

The BOSTON POST'S Remarkable Circulation

(Editorial in the Boston Post of December 1, 1920)

The average circulation of the Boston Daily Post for the month of November, 1920, was **426,864** copies per day. This was a gain of **28,907** copies per day as compared with November, 1919.

This is by a large margin the largest distinctively morning circulation of any newspaper in America. We say "distinctively" morning circulation, because one morning newspaper in the United States —the Chicago Tribune—states its circulation to be somewhat larger. But the Chicago Tribune—as shown in its sworn statements to the Audit Bureau of Circulation—includes in its circulation a so-called "bull-dog," or pre-dated edition, which goes to press at 9 p. m. of the preceding day for the purpose of reaching remote territory by early evening trains out of Chicago, and which edition consists of over 150,000 copies. Such copies are not distinctively "morning circulation," but might be classed rather as evening circulation. Every copy of the Boston Post's November daily circulation was printed after midnight on the date which the printed copies bear, and contained the full news of the day before. If the Boston Post were to issue a pre-dated "bull-dog" edition on the evening before, it could readily increase its total circulation by from 50,000 to 100,000 copies per day. But they would necessarily be incomplete newspapers, as much important news is received late in the evening. Despite the enormously greater population within easy reach of New York City, no New York daily morning newspaper has a circulation within gunshot of that of the Boston Post.

During November, 1920, the average circulation of the Boston Sunday Post was **456,483** copies per Sunday. This is a gain of **99,515** copies per Sunday over November, 1919, and far in excess of the circulation of any other Boston Sunday newspaper.

As to "returns" of unsold copies, the Boston Post now allows a maximum of five per cent "returns," considering this policy simple justice to newsdealers and newsboys and to the best interests of its advertisers. In many cases there are no "returns" whatever, and the average "returns" are much less than five per cent.

The overwhelming circulation leadership of the Boston Post, both daily and Sunday, is so pronounced that it seems almost discourteous to make comparisons. Certainly it is not duplicated or approached in any other city in the country. The Post has recently found it necessary to purchase three additional expensive pieces of adjoining real estate—the so-called Automat building and the Rogers building on Washington street and the Hunnewell building on School street—in an effort to provide for the necessary expansion of its mechanical plant, already one of the largest in the world.

For these substantial evidences of public favor, the Post management can not express too strongly or too frequently its appreciation of the loyalty of its ever growing multitude of readers, who so generously overlook its many defects and approve its earnest efforts to present the news and features of the times in a reliable and attractive way.

Creating National Good Will for a Bank

Advertising Which Seeks to Do This Must Help or Interest the Reader or Set Him Thinking

By ADDISON L. WINSHIP
Vice-President, National Shawmut Bank of Boston*

THE banker, more than any other man associated with business, is dependent upon good-will for his success. The bank's most valuable asset is the confidence of the public, in its officers and in its integrity. Such confidence is the direct product of good-will. While it is in the successful operation of their institutions that bankers seek largely to develop good-will, almost without exception we will find that the modern banker appreciates the value of publicity as an aid to attaining public confidence and esteem. So thoroughly, in fact, does the modern banker understand the importance of advertising that the query is often made by the credit man of the bank to a prospective borrower: "Is your product one that is nationally advertised, and if so, in what way?" They recognize the permanence and solid value that are behind the majority of nationally advertised products.

SERVICE PARAMOUNT IN BANK

Good-will may be built, as in the case of the manufacturer, upon the quality of a particular product. The banker, however, must depend wholly upon the scope and quality of service, as that is what he seeks to sell to the business world. His problem is far more acute than that of the merchant or manufacturer who has a tangible commodity to market.

The commodity offered by the banker is indefinite and intangible, yet it is capable of comparison. Broadly, I might say a factor in service is having something individual. In the case of the manufacturer it may be better goods. In that of the bank it is facilities for giving better service and the purpose to use them. Whether one seeks to develop national or local good-will, the quality and breadth of the service will determine the amount of return in good-will. The accomplishment of this purpose to promote good-will may be attained either through direct or indirect advertising or other effort.

With regard to the advertising, or the direct means to be employed, the bank seeking to carry out a broad policy has a difficult task. It is compelled at the outset to overcome and correct inaccurate, and sometimes unwarranted impressions which certain sections of the public foster with regard to banks in general. It should be the aim of the direct publicity of the bank to teach the public to understand the real purpose of banking. Effort should be made to eliminate preconceived ideas that the banking atmosphere is naturally characterized by coldness and selfishness. The bank's advertising should be of such a character as to furnish proof of a willingness on the part of the bank officers and staff to co-operate not only with its depositors, but with the public generally.

GOOD-WILL APPEAL MUST BE BROAD

In giving direct publicity to its service, the bank should, if that service is unique in any particular, capitalize it. It may be said, and perhaps truthfully, that between two banks of similar character, equal resources and connections, little difference can exist with regard to the extent of their respective services. That, of course, is true, yet a very considerable difference may exist; not so much in the scope of their services as in the manner in which those services are bestowed. For instance, to use a homely illustration, two bicycles may be of exactly the same make and same age. The men riding them up the street may be of equal skill and weight, yet as they pass by we notice that one machine runs easily, while the other squeaks. The same distinction might apply as between banks—one may give their service freely and generously, all of its departments functioning smoothly, while the other suggests stiffness and a halting manner in the giving of service. It is unnecessary to indicate which is earning good-will.

In seeking national good-will through advertising the bank officer in charge should always keep in mind that his institution is desirous of obtaining the good-will of others than those who are included in that exclusive group known as "quality" or "highbrow." Therefore, he must use all kinds and manner of media if he wishes to reach all the people. While the spectacular can have no place in the program of any rightly managed bank, no progressive institution will refuse to consider any sound proposition.

BANK ADVERTISING IS NEWS

The advertising of the bank which seeks to create national good-will should first of all have something to say worth saying, and should not be afraid to say it. Bankers now realize that lists of names, or the bare announcements of the financial condition of their institutions do not mean much to the average business man. All of the bank's advertising should be regarded from the standpoint of news; nor should the stories be confined to news about the bank. Some attention should be devoted to giving publicity to matters or information in which the public may be interested, apart from finance. It should be the aim of the bank's advertising to furnish the reader of the newspaper or magazine with information that will aid or interest him or set him thinking. The giving of such information represents a very effective means of developing national good-will.

Helping the business man with his problems of production, marketing and accounting; giving the merchant and manufacturer the benefit of the banker's knowledge and experience, either directly through conference in the bank, or indirectly through its advertising, or through the publication of booklets and statements are only a few of the means to be employed in building good-will both local and national.

*A part of Mr. Winship's address before the Lakewood meeting of the Association of National Advertisers, December 7.

New York Gem Sales $180,000,000

Wholesale jewelry sales in the John street and Maiden lane district of New York last year approximated $180,000,000, according to an article in the *Jewellers' Circular* by Samuel S. Conover, president of the Fidelity-International Trust Company of New York.

Of these sales about $100,000,000 were in precious stones, $35,000,000 in gold ornament settings and plate, $15,000,000 in silver and silver plated ware, $15,000,000 in platinum and $15,000,000 in optical goods.

A Wonderful Record in Advertising

On Friday, Dec. 3, 1920, the

NEW YORK EVENING JOURNAL

Printed a 50-page Paper with

324½ Columns

of Paid Display Advertising

This is more than was ever published before in any regular issue of a New York evening newspaper

This was 76½ columns MORE than the Evening World, 171 columns more than The Sun, and was more than the Post, Mail, Telegram and Globe COMBINED. The Evening Journal printed 31.87 per cent of the total volume of paid display advertising carried by the seven New York evening newspapers.

Manufacturing a REAL Newspaper

Business Men and Publishers Will Be Interested in Some Figures Telling What a Big Edition of the Evening Journal Means in a Mechanical Way.

A Leter from the Head of the Mechanical Department:

To pint this fifty-page paper there were used TWO HUNDIED AND SEVEN TONS OF PAPER and SIXTY-IVE HUNDRED POUNDS OF INK. If these papers ere laid end to end one page wide, it would be equa to a path reaching more than FORTY-FIVE HUNDRD MILES.

The Cmposing Room employed 128 compositors and set u for the First Edition 50 complete pages. In order to arry later news on each edition through the day it wasnecessary to readjust and make up 96 more pages, maing a total of 146 pages sent to the Stereotype Room durig the day.

The Steiotype Department employed 29 operators throughoutthe day, and cast 880 plates for the First Edition, an(704 plates for the balance of the editions, making a total of 1,584 plates cast during the day. The operators working on the Metal Furnace pumped over 60 tons of hot metal in order to cast the above number of plates for the Press Room.

The number of men employed in the Press Room was 264 Operators and 12 Paper Handlers, 3 Clerks and 4 Overseers, who operated the presses, produced a total of SIX HUNDRED AND FORTY-SEVEN THOUSAND EIGHT HUNDRED AND FORTY-SIX perfect copies delivered to the Circulation Department.

The Circulation or Delivery Department employed 276 men; using 65 wagons and 19 Auto Trucks, making a total of 235 trips containing printed papers, which were delivered to over SIX THOUSAND SELLING AGENTS throughout the city.

647,846

Was the Circulation of the New York Evening Journal on the Above Date at three cents per copy.

Advertising Men and Publishers Suggested for Harding's Cabinet

With a publisher scheduled to enter the White House this spring it is not strange that the names of several prominent publishers and advertising men should have already been suggested for the cabinet of President Harding.

One of the first names to be mentioned is that of Albert D. Lasker, president of Lord & Thomas, Inc., large and old-established advertising agency of Chicago. Mr. Lasker, according to the "cabinet-makers," holds prime consideration for the office of Secretary of Commerce. Senator Arthur Capper, publisher of the Capper Publications, is very logically named for Secretary of Agriculture; his ability to direct the agrarian interests of the country admirably being generally conceded. Another cabinet possibility is said to be Frank A. Munsey, the New York and Baltimore newspaper publisher. And Richard Washburn Child, former editor of *Collier's Weekly*, according to a Marion, O., dispatch, has been suggested for Secretary to President Harding.

Map of Canadian Resources Issued

A map of the Dominion of Canada, printed in colors, showing the location of resources and industries, has been issued by the Manitoba *Free Press* of Winnipeg.

Louisville Newspaper Uses Novel Display

The Louisville *Courier-Journal* and the Louisville *Times*, at a Pure Food Show held in their city November 22 to December 4, erected a store front similar to the up-to-date grocer's and displayed a wide variety of advertised food products in an attractive manner. Each day of the exposition the newspapers issued a four-page paper, under the editorship of A. R. Magee, advertising manager, presenting the latest news and illustrations. The first two numbers contained several contributions from leading advertising agencies on the significance of advertised goods.

"La Presse" Raises Price

La Presse, Montreal, Canada, on December 1, increased its price from two to three cents on weekdays and from three to five cents on Saturdays.

What Advertising Did for Five Products

Twenty-eight years ago the makers of a watch produced a large machine-made article, and priced it $1.50. The first year without advertising they sold 12,000. Next year with some advertising, 87,000 were sold. Then, increasing the factory output by having created a market and stabilized it, they reduced the size of the watch, the price to $1, and by advertising sold 485,000 the third year.

The makers of a famous camera, when they began advertising over thirty years ago, made one camera which took a 2½-inch picture and which sold at $25. In 1917 (at the time of the violent rise in cost of materials) they made a far better camera which sold for $10.

When the manufacturer of a well-known breakfast food began advertising, his goods sold at 15 cents a package. In 1917 his package was 50 per cent. larger and sold for 10 cents.

The selling cost of a spark plug was decreased 70 per cent. in four years. In 1908 a magneto sold for $150. Ten years later a much better magneto used for the same purpose was selling at $81.

These cases are not exceptional, says *Art Metal*—just illustrative of some of the things which advertising can do and has done.

"Good Housekeeping" Advertises Advertising

In order to explain the economic forces which operate in conjunction with printed salesmanship; to make clear that advertising does not necessarily add to the cost of merchandise, and to point out what an actual protection advertising is, *Good Housekeeping* has started a series of advertisements directed to its readers. The first four advertisements treat upon the following subjects: School advertising, fashion advertising, the economy of advertising, and the advertising of home-furnishings.

F. I. Reynolds Heads Rubber Corporation

Francis I. Reynolds, at one time sales manager of the United States Rubber Company, has become president and general manager of the Rubber Corporation of America, which has taken over the selling organizations of the Sterling Tire Corporation and the Empire Rubber & Tire Corporation, with headquarters in New York.

N. K. Fairbank Products to Be Advertised by Gardiner & Wells

The N. K. Fairbank Company, Chicago, manufacturers of Fairy Soap, Gold Dust washing powder, and Cottolene, has placed the advertising of its products, including that for the vegetable oils of the American Cotton Oil Company, New York, with Gardiner & Wells Co., Inc., of New York.

Average Net Paid Circulation of The Kansas City Star During November:

Morning - - - 215,689

Evening - - - 221,037

Sunday - - - 222,009

Weekly Star 346,181

THE KANSAS CITY STAR

Chicago Office,
1418 Century Bldg.

New York Office
2 Rector St.

The Business Department's Part

How the Newspaper's Advertising and Those Who Have Charge of It Can Serve the Public

By LOUIS WILEY,
Business Mgr., New York *Times**

THE function of the business department of a newspaper is to bring about profitable results. In order to accomplish this the best mechanical contrivances are sought and adopted—the most expeditious methods of circulation, latest means of typesetting, of stereotyping, of press work, of mailing, of transportation are brought into play to give the publisher's program a chance of materialization.

The business department may be helpful in cultivating good relations with the general public. The public, however, is interested in what a newspaper presents to its readers—in its editorial policy and in its treatment of the news. A newspaper may be strong and influential, but if the editorial and news departments are weak and unsatisfactory and unpopular the most capable business department cannot make the newspaper a success.

The representation of the merits of the newspaper as an advertising medium is one of the most important functions of the business department, and it is not always as easy as it appears to convince advertisers that their best interests are being neglected by disregarding the value of a particular newspaper. The education of the advertiser is progressive, and the forces of education are being continually put into operation for his benefit. A newspaper which has gained the patronage of the most numerous of the best class of readers will ultimately command sufficient advertising to render it a commercial success.

WHAT ADVERTISEMENTS TELL

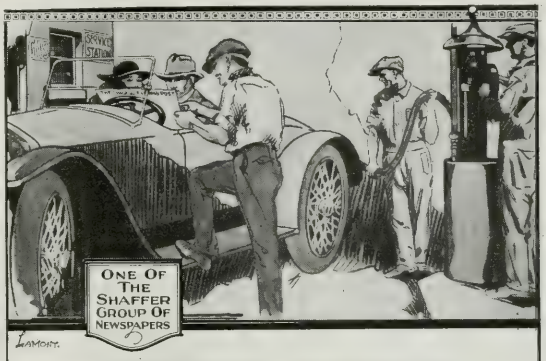
Advertisements in newspapers sometimes offer opportunities for a better study of the customs of the time than does the news. Such announcements have always been a record of the history, literature and manners of a time. Advertisements in *The Spectator* more than two hundred years ago, in the period when Addison and Swift flourished, announced theatrical performances, concerts, new books, real estate, wines, articles lost or found, a business college, baths and sanitaria and medical advertisements.

The wants, ambitions and ailments of men have not changed much. The advertisements in today's newspaper differ little, except in number and size, from those in *The Spectator*. In a broad sense the announcements in the advertising columns of the newspapers of 1920 are indicative of the human activities of the time, elaborating as they do on every phase of modern life.

The responsibility of a newspaper for the presentation to its readers of advertisements which tell the truth without exaggeration is as great as the obligation which governs the publication of news.

There is a field in newspaper work for the philosopher, for the educator, for the scientist. That "the pen is mightier than the sword" is daily

*From an address by Mr. Wiley before the Lincoln Good Fellowship Society of New York.



A circulation is no larger than its value is to you.

Automotive Advertisers in Chicago Find "Post" Best "Service Station"

Advertising is service—the service that brings together buyer and seller. This service is brought about in many ways, but the most effective, and the least expensive method in nearly all instances, is by newspaper advertising.

Manufacturers and dealers in better-class commodities, those who in order to profitably market their product must tell their story to a class of people who are intelligent enough to appreciate their offerings, as well as financially able to purchase them, have long known the value of The Post's service in the Chicago market.

Advertisers of automobiles, financial advertisers, insurance companies, publishers, art dealers, and those specializing in all better-grade merchandise, have always in the Chicago market chosen first The Chicago Evening Post when making up their schedules.

The value of The Post lies in the quality of its circulation; it reaches the buying power of Chicago. Elimination of waste circulation, with your sales story reaching only those who are able to buy your product, is the result of concentrating upon the able-to-buy readers of

The Chicago Evening Post

Chicago's Class Newspaper

Eastern Representative:
Kelly-Smith Co., Marbridge Building, New York
Western Representative:
John Glass, Peoples Gas Building, Chicago

demonstrated in the influence that is wielded by the editorial writer on the thought and life of the community.

MODERN COPY EDUCATIVE

Not alone in the editorial columns, but in the advertising pages, is there broad opportunity for influencing public opinion. Advertising copy today, unlike that of half a century ago, is educative along many lines. It is not only a supersalesman, offering a product to the public, but it ofttimes gives the reader much information of value. The psychology of newspaper and magazine advertising is an interesting study and the men who choose it as their life work find their perspective extended, their education continually supplemented and their interests enlarged.

What makes a newspaper great and in the highest sense successful? The foundation is plainly the confidence of its readers, the respect of the community to which it appeals. It comes of principles clearly formulated and unswervingly adhered to, of ideals religiously cherished and never abandoned, of many renunciations. When guided by such a creed, when conviction goes every day into its making, and when to all these qualities, illuminating and vitalizing them, brains are added, the newspaper that is the fruit of this blending will inevitably enjoy the confidence, the respect and the support of the community to which it appeals.



Historically Speaking

THE history of printing cannot be truthfully written without an important chapter being devoted to Dexter's Princess Cover Paper,—the oldest and first advertised paper made especially for catalog and booklet covers. The original process employed manila rope fiber to secure great strength. Princess Covers still possess this remarkable strength, and may be folded without breaking, or embossed without cutting.

Princess Covers are made in ten rich, dark colors that do not show the soil of handling. They are pre-eminently the wise selection for the majority of manufacturers' catalog covers.

XTRA, Dexter's famous little "side pocket" house organ, edited by Marcus, shows many interesting examples of printing on Princess Cover Paper. Ask to be put on the mailing list.

C. H. DEXTER & SONS, Inc.
WINDSOR LOCKS CONNECTICUT

Warns Against Cutting Advertising Appropriations

The inadvisability of reducing advertising appropriations at this time is pointed out to executives in an advertisement appearing in the current issue of *Motorship*. The advertisement, which is headed "The Weakness of the Easiest Way," is as follows, in part:

"During periods of business depression or 'tightness' in the money market some companies drastically reduce their advertising appropriation. An immediate financial saving is thus effected!

"But the resultant loss in business is much slower and its cause is very difficult to trace direct. Nevertheless it is the line of easiest resistance! And, for that reason, is often followed.

"Consequently, it takes a strong-minded and farsighted executive to remain steadfast to a bold but discriminating publicity campaign under problematical conditions of trade. Only born leaders of industry can do this without nervousness!

"Industry was never more sound and stable than at present and the near future also looks very bright. But general business conditions, while cheerful in prospect, are a little unsettled because of the current endeavors to return to 'nearer prewar prices' without equivalent wage reductions.

"Should a quiet period develop, what will be YOUR publicity policy? That will be a real test! The truly big man of business will look as far as the horizon, and will protect his company's future with an advertising program proportionate to the maximum capacity of his plant with quiet confidence in the ultimate result.

"Many of us occasionally forget that we are in business for life—not merely for today. Advertising does not affect today's sales, but gives prestige in the world's markets and creates an interest which produces orders later on!

"It is a form of business life-insurance that protects the future production of your plant!

"Are you going to let your insurance policy lapse, or are you too big a man?"

Cost 66 Cents to Collect $1.00

It cost 66 cents to collect $1 in the campaign of the Oscar Hammerstein Memorial Fund for endowing, in memory of the late New York impresario, a fellowship in music at the American Academy in Rome. The amount collected was $16,091 and the expenses were $10,728, the greater part of the latter being for salaries of press agents and managers, publicity and "extras."

Wants $2,473,594 to Advertise National Parks

In a resolution adopted at a convention of the American Travel Development Association, held in St. Louis this week, Congress was asked to appropriate $2,473,594 for development and advertising of national parks in the United States. This would aim to encourage travel, the resolution stated.

How Does Your Sales Department Function?

The Taylor Society to Promote Scientific Management Publishes Results of a Questionnaire on Sales Organization

At its May meeting held in Rochester, N. Y., the Taylor Society, the national organization to promote the science and the art of business administration and management, in the midst of its consideration of production problems germane to its routine work, called a round-table conference on "Scientific Management Applied to the Sales Department."

On June 25 it took another decisive step forward into the scientific consideration of sales problems by holding an all-day conference of sales executives in New York. At the close of this conference, which was attended by the sales of executives of leading manufacturers in all parts of the country, a resolution was passed calling for the appointment of a committee which should secure, through a questionnaire addressed primarily to the manufacturing organizations represented, data concerning current practice in organization for and the conduct of sales operations, with reference particularly to the co-ordination of selling and production.

WHAT THE QUESTIONNAIRE WAS

Painstaking work by a sub-committee resulted in a tentative questionnaire which was so comprehensive that it was concluded not to send it out without a most careful working over. It was decided, however, to send out immediately, to secure data for guidance in working over the comprehensive questionnaire, a brief set of questions which would yield evidence as to whether in practice there is a special effort to co-ordinate sales and production and recognition of a functional distinction between sales engineering and the conduct of sales operations.

This questionnaire was sent to the firms represented at the June meeting—fifty-two—and, by the time the committee reported the results to the annual meeting of the Taylor Society on December 3, twenty, or about two-fifths, had replied.

Those replying represent a wide range in respect to the nature of the products, the quantity and value of output, the number of personnel engaged in factory operations and the number engaged in marketing operations. "The committee believes," runs the report, "that the results of the inquiry, although meager, are not without value, especially as establishing a 'toe-hold' for the first steps towards scaling a veritable precipice of difficulties." This committee was composed of Willard E. Freeman, sales engineer, Winchester Repeating Arms Company, chairman; Charles J. Crockett, Sales Department, American Lady Corset Company; Charles P. Staubach, manager, Newark Branch, Burroughs Adding Machine Company; E. St. Elmo Lewis, Vice-President, Campbell-Ewald Company; Henry Wood Shelton, consulting engineer



A million-and-a-half men and women are responsive to the far-reaching beam of the Ever-Ready Flash Light which shines on them through the advertising pages of the nine magazines comprising The All Fiction Field

The
ALL FICTION FIELD

"The Field of Greatest Yield"

Published by

Doubleday, Page & Co. **The Ridgway Company**
The Frank A. Munsey Co. **Street & Smith Corporation**

1,560,000 A. B. C. Circulation



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer?

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

in management; and H. S. Person, managing director, Taylor Society, ex-officio.

The questions and the answers received, which should be of value to all business men interested in selling and in efficient sales organization, are as follows:

SALES ADMINISTRATION

1. Where in your organization is the final authority for determining or approving a sales plan or campaign? (Such as directors; president; general manager; committee of department heads, etc.)

Four replies state that this responsibility is in the directors; four that it is in an executive committee of directors who are heads of operating departments; one that it is in a committee of operating department heads; one in an executive committee; one in the president; one in a vice-president in charge of sales; two in the general manager; one in the general sales manager; one in the president and general manager; two in the president and sales manager; one in the sales manager who carries exceptional matter to the general manager; one reply states "no organized method—we 'cut and try'."

2. Do plans come to the determining authority (accompanied by necessary information) from some special individual or department of your organization? (Such as Sales Engineering Dept.; Merchandising Dept.; Merchandise Manager; Sales Research Dept.; Promotion Dept.; etc.)

Six replies state that such plans come from special departments (Sales Engineering, Sales and Planning, Merchandise Council, Sales Statistics); three that such plans come from various sources; one from a committee concerned principally with the financial budget; one as a consensus of opinion of department heads; three from the sales manager; one each from merchandise manager and assistant sales manager; three state that there is no organized information sent to authority determining sales plans.

3. Do these plans come to the determining authority for its consideration and approval in the nature of definite schedules: (a) which outline a sales plan or campaign only; (b) which outline a coordination of sales, production (or purchasing) and financial actions involved?

Eight replies state that plans aim at complete coordination of sales, production and finances; one that such coordination is limited; one that such coordination is chiefly financial; three that a sales plan only is attempted; three that sales plans are made, with such a rough checking against factory capacity as the general manager or sales manager can make without special detail information; two that there are no definite sales plans.

SALES ENGINEERING

1. Do you recognize the devising of sales plans as a function distinct from actual selling?

Interpreting this to mean general plans and master schedules, seventeen replies state that this is a distinct function; three that it is not.

2. Does your organization provide for a department or staff which is responsible for the function of devising sales plans? What is the name given by you to the department?

Nine firms state that they have no such separate department or staff; one that such a staff is being organized; ten that the function is recognized and provided for by special departments such as Sales Engineering, Sales Statistics, Sales Promotion, Sales Planning departments; one by a committee of the directors consisting of department heads; three by special executives; one by outside experts.

3. Does the sales engineering or planning department, in its research, study: (a) Markets; (b) old products; (c) new products; (d) competition; (e) plant capacity?

Of those firms which make special provision for sales planning, eight consider all of these phases of the problem; four additional consider all except plant capacity; five firms report that these matters are taken into consideration by the general manager and department heads; five state specifically that no special study is made of them.

4. Does the sales planning department limit its activities to research and reports; or does it work out specific written plans in the nature of master schedules which provide for co-ordination of sales, production and finance?

Five firms reply that in addition to research, master plans and schedules are prepared which coordinate sales, production and finance; one that such work is just beginning; one that master schedules are prepared without much research; one that the scheduling is limited principally to finances; three that the sales manager or his associates prepare rough schedules; seven that they can claim neither research nor the preparation of master plans and schedules.

5. If you have not a functionalized sales engineering or planning department or staff, state how you provide for the performance of this function.

Of those firms which do not provide for sales engineering or planning by special departments or staffs, four state that sales planning is a responsibility of the sales manager, either alone or in consultation with salesmen; one, of an executive committee which has additional duties; one, of a vice-president in charge of sales; one, of the president's office; one, of the superintendent of the factory who watches shipments, orders and production.

SALES OPERATING

1. Do you recognize this as a function distinct from sales engineering or planning?

Sixteen of the firms replying state that sales operating is recognized as a distinct function; one that it is coming to be so recognized by them; two that it is not so recognized.

2. Is this function performed by a department or unit distinct from that which performs the function of sales engineering or planning?

Thirteen replies state that sales operating is not performed by a separate department; four state that it is performed by a separate department; three that the separation of sales engineering and operating is only partial.

3. Does your sales operating department have charge of the following functions (if not, state what department has charge of each): (a) selection of salesmen; (b) training of salesmen; (c) direction of salesmen; (d) "educating" of customers; (e) advertising; (f) warehousing; (g) shipping; (h) traffic?

The replies to this question are most interesting. Nineteen state that the selection of salesmen, the training of salesmen, the direction of salesmen and the "educating" of dealers are in charge of the Sales Operating Department, with the exception that one places the training under the Sales Engineering Department and another states that they have practically no training of salesmen and "education" of dealers. Eleven place advertising under Sales Operating; one under a Merchandise Department; one under Sales Engineering; two in a distinct Advertising Department. With respect to warehousing, four place it under Sales Operating, one under Sales Engineering; one under the treasurer; and four under the factory management. Shipping is placed by only two under Sales Operating; by two under the treasurer; and by seven under the factory management. Traffic is placed by three under Sales Operating; by two under the treasurer; by one under the Accounting Department; and by five under the factory management. One reply states that all of these duties are under the general manager.

4. Does your organization provide for a unit in the sales operating department which takes the master sales plans and schedules and works out detail plans or schedules for carrying out the master plans; i. e., a planning of the actual work of performance?

Ten firms state that they have no such unit in the Sales Department for detail planning. Two state that they have such unit; two state that they have such unit in embryo; one that it is in contemplation. Four state that the sales manager makes detail plans for his department.

5. Does this planning of actual performance involve: (a) analysis of master plans as first step in making detail working plans; (b) laying out of detail working plans in the form of written schedules; (c) checking of reports of performance against written detail working plans?

Six firms state that all the phases of planning above indicated are carried out in the Sales Department; one that all three are in contemplation; one that (a) and (b) but not (c) are carried out; and one that (c) but not (a) and (b) is carried out.

6. Does your sales operating department provide for the study of the art of personal selling for the purpose of improving the salesmen's methods?

(*Continued on page* 38)

Constructive Spirit Will Right Business

American Sanity and Idealism, Confidence in Federal Reserve and Improved Distribution Make Future Bright

By ARCHER W. DOUGLAS
Vice-President, Simmons Hardware Co., St. Louis*

THE problem of production today is extraordinarily simple as compared with what it was some ninety days ago, all during the war, and since the armistice. It was then a rush to try to supply a demand which seemed absolutely insatiable; today it is the forethought which will accommodate itself to a greatly lessened demand so that there shall be only adequate production for needs and also so that it shall be on a more economic and a more efficient basis.

MUST WAIT FOR CONSUMER

In the latter respect, I think we are coming fast to that time where we shall be able to say, with pride and truthfulness, that the American workman has gone back to that position where he is at once the most intelligent, the most efficient, and the most progressive workman in all the world.

How long this lack of demand will continue is beyond any man's ken even to state. My guess is it will last until the ultimate consumer, who has brought it about by ceasing to buy because of what he believes to be unduly high prices, makes up his mind that it is time to buy again, and I do not think he will make it up in a hurry.

You can sell goods now at bargain prices, but you cannot sell them at reasonably receding prices, just moderate recessions.

I am afraid that it is going to last for some months at least, that we shall have a dull Winter, with more falls in prices and probably lessened production, for readjustment is a very painful process. We have got to go through it. We might as well look the fact squarely in the face. We have had our fling, and we have got to take our medicine like men. So that the question of production is, in industrial life, a thing now that need not concern us so much by its quantity as by its nature.

BRIGHT FUTURE FOR DISTRIBUTION

Distribution in industrial life seems to me to offer a very bright future, not only in the railroads but in the motor cars, the auto trucks and the trolley lines and the increasing use which is being made of the waterways. May I say, in passing, from much wandering to and fro on the face of this great country of ours, that there is a new spirit in the railroads now that they have gotten away from the incubus of Government mismanagement? It is a spirit of conciliation. It is a spirit of desiring to serve. It is a spirit that is friendly. The old slogan, "The public be damned," is out of date.



ARCHER W. DOUGLAS

In the other great problem of our life at present, agriculture, the one enduring basis of national life and welfare, we have had some wrong ideas about production. I wish it was the fortune of every business man to be able to do as I have done and see for himself the interminable wealth, the incredible resources of agriculture.

THE FARMER'S ACHIEVEMENT

You remember last Spring, when it seemed as if the days of Noah were back again, the fountains of the great deep were broken up and the windows of heaven were opened and it looked as if it would never cease raining, there was a lot of foolish and unknowing talk about short crops and bread lines, just as now there is the same foolish and unknowing talk about importing food into this country because we cannot raise it ourselves; but fortunately, the farmer was on the job.

He did not take afternoons off for golf, like I do, and week-ends for going out to the seashore, like many of us do, but from morn until noon he toiled, from noon to dewy eve in the Summer's day, and look what he did! He produced under the most unfavorable conditions of weather, with the greatest shortage of labor that was ever known on the farms, the greatest crops that this country has ever known, both in dollars and cents and in quantities! And he will do it to the end of time if he can be assured of one simple fact—and that is, that he will have some adequate return in the way of remuneration for what he raises. He is the only producer in all the world whose cost of production has nothing to do with his selling price. He is the victim of a competition that is local and national and world-wide. And he is absolutely helpless under those conditions.

STUPENDOUS CROP FIGURES

All he asks for is that the laborer is worthy of his hire. That is the great problem that is going to come before you, before Congress, before this nation in the months to come. When it does, just remember that he is the support of the United States, that farmer. He is entitled to a fair return for his living. He is not a philanthropist, to furnish cheap food for those of us who live in the city. That is all that he asks.

Now what he can do in that line is really beyond the telling. What did he do last Spring? May I give just two little simple facts? I amused myself coming out on the train by figuring the corn crop—three billion two hundred and fifty millions of bushels produced in 1920. If you had started with Adam when he was born, or came into being, according

*An excerpt from Mr. Douglas' address before the Members' Council of the Merchants' Association of New York, December 1.

to the Jewish chronology, to count that corn at the rate of one bushel per month, and, like seraphim and cherubim in the Revelations, you had rested not day and night—you would need three centuries to complete your job; and if that corn was packed in freight cars it would go around the world twice. This is one of the things that he did—the production of that incredible wealth from the elements of the earth and the air and the clouds, those elements that were absolutely useless to us before.

FOOD FROM THE WEST

And that was true of almost everything that he produced. Did you know that last Spring, commencing in March, all the way from California, God's own country, to the Atlantic Ocean, they were shipping there—those farmers—from 3,000 upward of carloads per week of vegetables and fruits, for which they got about a thousand dollars per car? They are still going on. They reached their peak a short time ago, and they were getting 27,000 carloads per week, or $27,000,000 per week.

I could tell you a story as long as a Chinese play of what the farmer is doing, what he is going on to do, continuing always to produce what is ever needed for this country and for export abroad. But he is confronted with the fact that his revenues have been cut in two. He is not buying as he was. He cannot find a market himself for his cotton, and therefore business is dull and business is quiet.

Now, distribution with him is a very complicated problem that requires something more than just the facilities of transportation. It implies a great knowledge of business in a thousand ways. Let me illustrate in two ways. In southern Louisiana there is a strip of country where they raise 1,000 carloads of strawberries each year. They ship them in carloads to Portland, Oregon, on one side, and to Boston, Massachusetts, on the other. They are very perishable. They must arrive at those cities just when they are wanted, or else they are thrown away and lost. They must arrive when they will bring the farmer a price that will pay him for all that shipment and all that time. And they are doing that, doing it with incredible intelligence.

They are banded together for that purpose. For instance, in Georgia, last year, they shipped 7,000 carloads of peaches to the North and East, for which they got $7,000,000, and it ran like clockwork. They are combining themselves in purchasing corporations, so that they may buy the staples that the farm needs cheaply. They are combining themselves in elevators that they run themselves, and they are getting away with it. We used to think the farmer could not combine and stay combined, but he is doing that very thing, and he is going to be a great social and economic factor in the coming years in that respect.

A LOOK AHEAD

Now, what is going to happen after the next five or six months? There are one or two things. I told you what we had to face, in my opinion. The man upon the countryside, the small town, the little retailer in the small village, has an abiding faith in the stability, the great success and the efficiency of the Federal Reserve system. He does not know its workings. That does not matter. He has no fear of that money panic which was so sinister a feature of 1893 and 1896 and 1906, and all the other great panics which have come upon this country.

It seems to me that his definition of the Federal Reserve Bank is something like that of the little girl who got her catechism mixed, and, when asked what was the definition of a lie, she said there were two things to it. First, it was an abomination in the sight of the Lord; and secondly—and here is where the

(*Continued on page* 39)

WHAT MAKES A GREAT NEWSPAPER?



You Can Tell *Instantly* A Great Newspaper

A glance at The News instantly impresses one with the character and solidity of the paper. For fifty years The News has been recognized generally as one of the best edited newspapers in the country. To have a good advertising medium you first must have a good newspaper.

The Indianapolis News

First in National Advertising in Six-Day Evening Field

New York Office
DAN A. CARROLL
Tribune Building

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg.

USE NEWSPAPERS ON A THREE-YEAR BASIS

Representatives Hear Talk on Trade-Marks

The regular monthly meeting and luncheon of the Representatives Club was held at the Pennsylvania Hotel Monday, December 6. The attendance of members and guests was unusually large.

President Roy Barnhill announced the club now has the full limit of members allowed by its constitution in addition to a formidable waiting list.

The speakers were Mr. Harry D. Nims and Professor George E. Hotchkiss, of the New York University of Commerce, Accounts and Finance.

Mr. Nims selected as a subject "What We Should Know About Law" and particularly applied his talk to trade-marks. He defined trade-marks as Good-Will and Good-Will as a probability, insofar as it comes attached to a symbol name or made otherwise to become of commercial value. In other words, the trade-mark is the visible form that the probability takes.

In part he said that for two years past the consumer has been purchasing what could be had without caring and without giving thought to the trade-mark and the brand of goods. From now on, he pointed out, this condition will be decidedly changed and the consumer will discriminate and select that merchandise carrying the branded name of the manufacturer whose product stands as a leader.

In order to become a leader, a manufacturer must intelligently apply consistent advertising as a sales adjunct. Mr. Nims pointed out a number of manufacturers who continue using personal names as trade-marks even after litigation in which the courts gave them but little satisfaction, and advised manufacturers to keep away from personal names wherever possible. He cautioned that trade-mark names be selected with great care and discretion. In closing he told of the existing conditions in the United States Patent Office which he regards as very serious. A resolution was adopted by the Representatives Club recommending that proper facilities be given by the Government in order that the Patent Office may carry out its work to the best advantage of American manufacturers, eliminating the mistakes of the past.

Professor Hotchkiss gave a very illuminating talk on Sales Letters, likening them to the multiplication table as a means adopted by today's business man to spread his personality among his prospective customers and to increase and strengthen his points of contact with them.

World's Industrial Exhibition at London in 1922

The Bureau of Foreign and Domestic Commerce announces that a world's industrial exhibition is to be held at the Crystal Palace, London, during the months of May-October, 1922, of the industries, products, arts, sciences and inventions of the leading manufacturing countries of the world. It will be on a co-operative basis, the capital being provided by the exhibitors and those otherwise connected with the exhibition (such as the guarantors of each nation who guarantee sufficient for the preliminary work connected with the exhibition of their nation), and the profits accruing from the various sources of revenue, such as contracts for advertising, catering, amusements, season tickets, gate receipts, etc., will be apportioned pro rata among the exhibitors in order to bring the cost of exhibiting to the lowest possible figure. Each country will elect its own exhibition committee, which in turn will be represented on the general committee. The management will be under the control of a committee representing the exhibitors and guarantors generally.

German Export Embargo on Paper Suspended

Permission has been granted by the Economic Minister to the Syndicate of German Printpaper Mills to export paper without license until March 31, 1921, provided that internal needs are covered, according to a cablegram to the Bureau of Foreign and Domestic Commerce. No special permits are therefore necessary. The syndicate states that it is still in a position to sell 1,000 tons monthly during January, February and March, and possibly 500 tons in December. Shipments will be made f. o. b. Hamburg.

J. G. Acker With Hamilton Advertisers' Agency

J. G. Acker has taken charge of the copy and production departments of the Hamilton Advertisers' Agency, Hamilton, Ontario. He has been for five years in the sales and advertising department of the Pyrene Manufacturing Company, New York, three years in charge of their advertising.

Butterworth Represents Geyer Publications

Bert Butterworth, of San Francisco and Los Angeles, has been appointed to represent on the Pacific Coast Geyer's *Stationer, The Gift and Art Shop,* and Geyer's *Revista Internacional,* all of New York.

Colonel Buxton, Jr., Joins B. B. & R. Knight, Inc.

Colonel G. Edward Buxton, Jr., treasurer of the Providence *Journal,* has been elected a vice-president of B. B. & R. Knight, Inc., and will take up his duties at the Providence office of that concern in the near future. This company is the maker of "Fruit of the Loom" muslins.

Colonel Buxton is a graduate of Brown University and Harvard Law School. He has filled his position with the Providence *Journal* successfully for a number of years and is well known as a speaker on economic, advertising and newspaper subjects. He has been active in many progressive movements in connection with the newspaper industry, notably the Bureau of Advertising of the A. N. P. A., with which he served as a member of the Committee in Charge.

At the outbreak of the World War he was commissioned a major of infantry and after service in Southern training camps went abroad with the 328th Regiment of the Eighty-second Division. He participated in the Argonne Forest and St. Mihiel operations and was cited several times for gallantry. He was promoted to the rank of lieutenant colonel and after the signing of the armistice was chosen to write the history of the Eighty-second Division.

A Billion Dollars for Candy—Almost Half a Billion for Soap

According to Government reports covering the past fiscal year, this country spends $1,000,000,000 for candy and $400,000,000 for toilet soap.

Community Advertising Meeting in Chicago

The first community advertising meeting of the Chicago Advertising Council was held on December 3 at the Morrison Hotel. An attractive exhibit of the community campaigns of the following cities was displayed: St. Louis, Omaha, Kansas City, Sioux City, New Orleans, Marysville (Ohio), Terre Haute and Chicago.

Addresses were made by A. W. McKeand, business manager, Greater Terre Haute Club, and Fred W. Hofmann, director of markets and horticulturist for the Wabash Valley Empire. W. Frank McClure, chairman of the council, presided.

As an illustration of the effectiveness of community advertising, Mr. McKeand related an incident in connection with the establishment of a packing plant in a Southwestern city some years ago. The present head of a Chicago packing house, when considering in a conference the particular town, produced every statement issued in its community campaign, each one carefully checked as to its veracity. Mr. McKeand said that this packer told his associates that he had not found a single misstatement in the campaign; and while other locations were being considered at the time, the town in question was the first to be selected.

At this meeting the following committee was appointed to direct the activities of this department of the Chicago Advertising Council, a chairman and vice-chairman to be selected later: Mrs. Agnes Carroll Hayward, Ford Hicks, Harry D. E. Joannis, Charles Henry Mackintosh and Lemuel F. Owen.

Francis H. Pierson Dies

Francis Hillard Pierson, night manager of the *Standard News,* and for more than thirty years on the editorial staff of the New York *Herald,* died December 3 at the home of his son, Seymour H. Pierson, in Brooklyn, after an illness of several months. He was born in Newark, N. J., in 1862.

Mr. Pierson, while with the New York *Herald,* served part of the time as city editor and as night city editor. He had also been managing editor of the *Evening Telegram,* and for twelve years was president of the New York City News Association. He went to the New York *American* after leaving the *Herald,* and then to the *Standard News.*

Hardy With American Sample and Printing Company

Paul W. Hardy, formerly advertising manager of the Cook Paint & Varnish Company, Kansas City, Mo., has become associated with the American Sample & Printing Company, Chicago manufacturer of color cards and paint display advertising. Mr. Hardy was formerly assistant manager of Valentine & Company, New York, maker of Valspar varnish.

Japan to Use Telephone and Telegraph Poles for Advertising

The Department of Communications in Japan has decided to allow the telegraph and telephone posts to be utilized for advertising, according to the *Japan Advertiser,* daily newspaper published in English in Tokyo. The 200,000 posts belonging to the department are expected to bring in a revenue of 400,000 yen.

Study Your Market

The average American business man desirous of entering foreign markets never takes the time to study them to determine the fitness of his product for a particular market, or to ascertain whether the demands of that market require changes in the article to make it salable, Dr. W. E. Aughinbaugh points out in the New York *Commercial*. Instead, he rushes right into a strange market, or at heavy expense sends a representative into the field only to ascertain that for the goods he manufactures there never was a ghost of a show.

It is safe to say that not one per cent. of our would-be exporters ever think of studying foreign tariffs and their application to the things they wish to export. Yet foreign tariffs have much to do with the creation of markets, and a thorough knowledge of them is as essential to success in business abroad as is capital.

Recently there returned from Brazil a representative for an American house manufacturing an exceptionally well-known high grade of bath tubs and plumber supplies. In view of the great prosperity in the United States this house had determined, without going through the formality of taking advice from any source, that their line would make a "killing" in Brazil. Their representative, after spending thousands of dollars in visiting the larger trade centers of this South American republic, and wasting more than a year, has returned without one order. The samples he took with him interested those in the trade. He heard nothing but compliments about their practicability and their attractive appearance. There was nothing wrong with the price or the terms offered, and with American ships plying directly from the United States to all Brazilian ports the question of freight charges and transportation presented no obstacles. But the tariff of Brazil did—and it was the tariff alone that kept this concern from booking a single order.

Much to the surprise of the traveler, he learned that duty on articles of this nature, according to the tariff of Brazil, is assessed on the net weight. The goods manufactured by the American house weighed anywhere from 10 to 45 per cent. more than those of British manufacture. For that reason the British still control this market and will continue to do so until American manufacturers produce goods weighing sufficiently less to enable them to enter the markets of Brazil on a competitive basis.

And the unfortunate phase is that the American manufacturer could have ascertained this before sending his representative on a wild-goose chase.

If American manufacturers only would take the pains to study thoroughly every phase of a foreign market they would not only save much money and time, but also accomplish a great deal toward making a satisfactory entrance into markets new to them.

Mental Pictures Important in Selling

"The great motive that closes sales in 90 per cent of the cases is the disinclination to resist," said L. L. Montgomery in addressing the salesmanship department of the Chicago Advertising Council on November 23. Mr. Montgomery is manager of Prentice-Hall, Inc., Chicago, and lecturer on salesmanship for the Y. M. C. A. School of Commerce. He held a large audience to the closest attention in a discussion of the subject, "The Motives That Make Men Buy."

"When you come to the end of your presentation and you want a man to agree with you and bring out the money and do something which commits him," he declared, "you assume that he is going to do it, that is all; there is no psychological moment."

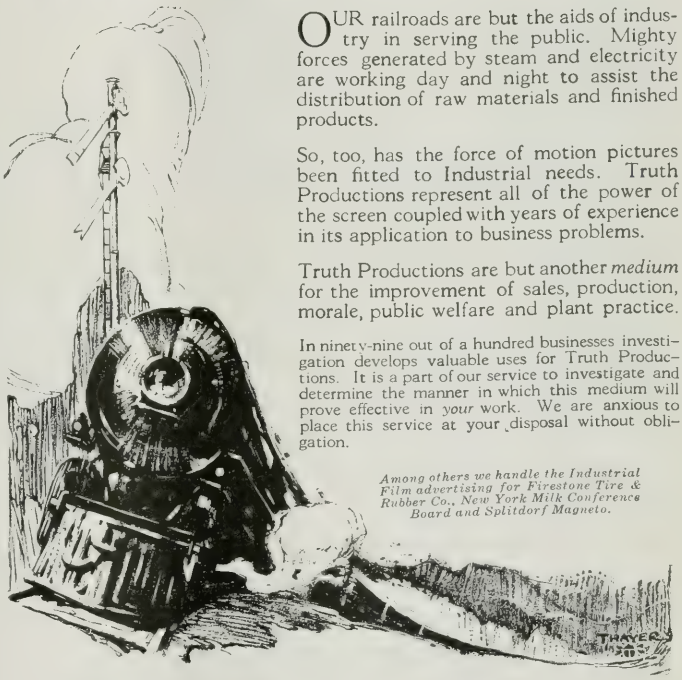
Mr. Montgomery laid down the five steps of a successful sales argument as follows: To secure interested attention; to inspire confidence; to educate the prospect in the merits of the goods; to create a desire for the goods; and lastly an appeal to the heart.

"After you have finished educating the man in the great steps," he said, "you begin to create mental pictures. If you can't create mental pictures in selling you have got to get out of the selling game. If you can't use your imagination, you might just as well get out of the business. You are either going to train your imagination or you are going to learn something about mental pictures. None of us here is such a beginner that we would not try to interest the man we are talking to. We will paint a mental picture and he will be in that picture."

"Literary Digest" Issues Folder on Railroad and Business Outlook

The second of a series of broadside-booklets just issued by the *Literary Digest* is entitled "Why the Railroad and Business Outlook Is Good." It contains a comprehensive digest of present conditions and indications, also numerous tables, maps, charts and illustrations. All of which seems conclusive proof that the title statement is correct.

Another Mighty Power Harnessed for Industry



OUR railroads are but the aids of industry in serving the public. Mighty forces generated by steam and electricity are working day and night to assist the distribution of raw materials and finished products.

So, too, has the force of motion pictures been fitted to Industrial needs. Truth Productions represent all of the power of the screen coupled with years of experience in its application to business problems.

Truth Productions are but another *medium* for the improvement of sales, production, morale, public welfare and plant practice.

In ninety-nine out of a hundred businesses investigation develops valuable uses for Truth Productions. It is a part of our service to investigate and determine the manner in which this medium will prove effective in *your* work. We are anxious to place this service at your disposal without obligation.

Among others we handle the Industrial Film advertising for Firestone Tire & Rubber Co., New York Milk Conference Board and Splitdorf Magneto.

HARRY LEVEY
SERVICE CORPORATION
Producers and Distributors of Industrial-Educational Films
New York City
Offices and Studios 230-232 West 38th Street

Truth Productions

EXPORT ADVERTISING and SELLING

A Department of Foreign Trade Extension Service
Under the Direction of
CYRIL H. TRIBE

The Government and the Foreign Trader

Congress and the Departments Must Back Up American Exporters in Their Fight for World Trade

APPARENTLY, manufacturers and bankers of the United States have arrived at a common point where they realize at last the importance of foreign trade to the nation generally and to themselves in particular. This is evident from the opening paragraph of an article written by Charles H. Sabin, President of the Guaranty Trust Company of New York, published in Advertising & Selling, December 4, under the title "Climbing the Blank Wall of Foreign Trade."

"On December 10 and 11 a group of representative business men and bankers of all sections of the country will meet in Chicago at the call of John S. Drumm, of San Francisco, President of the American Bankers' Association, to consider the formation of a corporation of $100,000,000 capital for the financing of American export trade."

THE MARKET ON A PLATTER

Admittedly, there have been certain individual bankers and manufacturers of unusual vision who have, for years, been earnestly appealing to the country to grasp opportunities for advancing American markets throughout the world. It took a world war, the throttling of competing nations and the consequent arrival here of pleading commissions to impress a majority of our business men with the fact that there were vast markets other than continental America and these markets had to be offered to them on a silver platter before they realized this fact.

Fortunately, there have been organizations at work in America and Senators and Representatives in Washington who have given us such legislation as the Webb Law, the Pomerene Act and finally the Edge Law. These results have removed many of the obstacles that have barred the way toward foreign trade development on a large scale and have given encouragement and the spark of life to the plan of the Committee of the American Bankers' Association, that has issued this call to Chicago.

Mr. Sabin continues, "If this meeting responds to the idea as the interest in its formulation has led those who have developed it to hope, the corporation may be a reality instead of a project * * *"

The issue is one, not of the future but of the present, where, in greater or less degree, every producer, manufacturer, banker and consumer is affected NOW. There can be permitted no "ifs" in this all-important movement. It must be made a reality even if it should be necessary to use compulsion on certain individuals who have arrived in leading industrial positions rather in spite of themselves than due to any particular foresight or business sagacity. A manufacturer to-day who has not turned his attention to personal interest in American foreign trade is a mighty poor credit risk for any bank to carry.

CONGRESS MUST ACT

There is another problem that has been allowed to loom before the country, quite as menacing as the inability of American business to finance foreign trade. It is the seeming refusal of our Congress to understand that the Federal Government must build up and extend its own agencies in coping with world trade development. The tendency of Congress has usually been to frown upon adequate appropriations for the United States Consular Service and for the maintenance of the Department of Commerce and the Bureau of Foreign and Domestic Commerce. Congress must, hereafter, lend its aid to the exporter.

A Congressional Committee that is now at work in Washington will report either a reduction or an increase in the appropriations for our diplomatic and foreign commercial service. There is no criticism of the personnel of this committee and no reflection meant upon its intelligence. The simple truth is that the State Department has been seriously crippled in its work through lack of sufficient funds, inadequate pay for vice-consuls, consuls and attachés and a score of other conditions the remedy for which it rests solely in

Use "Compulsion"!

"THE issue is one, not of the future but of the present, where, in greater or less degree, every producer, manufacturer, banker and consumer is affected NOW. There can be permitted no 'ifs' in this all-important movement. It must be made a reality even if it should be necessary to use compulsion on certain individuals who have arrived in leading industrial positions rather in spite of themselves than due to any particular foresight or business sagacity."

* * * *

"Congress must, hereafter, lend all aid to the exporter."

The Burden of Every Printer's Mail is 'When?'



MOST of the letters he gets, most of his telegrams, all cry, "When—when—when will my job be finished?"

Most of his too-frequent telephone calls are to find out when he will finish a piece of work.

Most questions that begin with "when" are grossly unsympathetic.

Whistler, in reply to the "when?" of an impatient sitter, suavely answered, "perhaps never"—an answer, of course, which no printer can make. For, no matter how much art is expected of a printer, his customers refuse to treat him as anything but a business man—and a very resourceful and wonder-working business man at that.

In addition to Better Paper, the printer requires something else before he can produce Better Printing. And that is the element of moral support from his customers.

To aid materially in the prompt production of more beautiful work, S. D. Warren Company offers to printers and buyers of printing a dozen standard grades of printing papers. But in addition S. D. Warren Company bespeaks for your printer, and for all printers, a higher degree of sympathetic support, a little less insistence on "when," and a little more patience with him when he encounters difficulties in his efforts to give you work that will make money for you.

S. D. WARREN COMPANY, Boston, Mass

Briefly classified, Warren's Standard Printing Papers are

Warren's Warrentown Coated Book
Glossy surface for fine half-tone and process color work

Warren's Cumberland Coated Book
A recognized standard glossy coated paper

Warren's Printone
Semi-coated. Better than super, cheaper than coated

Warren's Artogravure
Developed especially for offset printing

Warren's Cumberland Machine Book
A dependable, hand sorted, machine finish paper

Warren's India
For thin editions

Warren's Cameo
Dull coated for artistic half-tone printing

Warren's Silkote
Semi-dull surface, noted for practical printing qualities

Warren's Lustro
The highest refinement of surface in glossy coated paper

Warren's Library Text
English finish for medium screen half-tones

Warren's Cumberland Super Book
Super calendered paper of standard, uniform quality

Warren's Olde Style
A watermarked antique finish for type and line illustration

better paper better printing

Warren's STANDARD Printing Papers

the power of Congress to dispense. This is not inspired testimony or hearsay information but knowledge personally gained in the field.

Heads of departments and bureaus at Washington, ambassadors, consuls-general and trade commissioners abroad are united in the hope that Congress will give them the means to cope with the withering superiority of foreign governments' commercial campaigns. Other nations have increased their respective trade and diplomatic representation in an effort to win back markets that had slipped into the control of the United States. A Congressional committee on which there are competent men can only report and suggest. It takes Congress as a whole, where competence may not be so general or uniform, to pass and ratify.

A DIFFERENCE OF OPINION

It is going to be the duty of each and every association of producers, manufacturers and bankers, the chambers of commerce and boards of trade, advertising clubs, shipping organizations and every other allied or associated interest to impress upon individual Congressmen that we are nationally intent upon being properly represented and protected in competition with foreign countries.

A speaker before a meeting of interested individuals comprising one of Washington's many "lobbies" once said, "Gentlemen, we have got to stand solidly by our Congressmen." He was interrupted by a questioner who asked, "Have we got a Congressman who will stand up to be stood by?"

In this particular case we have many representatives willing to lend their support to American foreign trade extension. It is the other man who either doesn't know or who doesn't care who must be appealed to with all the supporting influence that can be mustered.

For years there has been wide difference of opinion between the Department of Commerce and the State Department regarding the status of commercial attachés and special trade investigators. The State Department contends that representatives of the Department of Commerce who have been assigned to investigate commercial conditions in a foreign country have worked regardless to suggestions from consular officials. The result of this independence, it is said, has caused minor misunderstandings to arise through lack of observance of many of the little points of etiquette so dear to the heart of the diplomat.

On the other hand, the Department of Commerce observes that a commercial attaché is distinctly a trade representative whose first duty is to meet business men and secure reliable, unpolished information with as little delay as possible. Commercial attachés have often written in to the Department expressing annoyance at the petty rules and regulations insisted upon by the diplomatic corps. The Department of Commerce is anxious to have the commercial attaché recognized as a distinct unit in the ambassador's or consul's official family, just as much so as the military attaché.

INTERESTING SERIES COMING

This subject of dependence or independence and interdependence of the Departments of State and Commerce will be covered in a series of articles to be published in Advertising & Selling. They will be written by former ambassadors, consuls-general, consuls and commissioners and attachés who have been in the service of the Department of Commerce.

This discussion of representation abroad should prove of great value to the executive who has in charge the sending of men abroad to negotiate his firm's business. There is a decided difference of opinion among successful foreign traders as to the necessity of specially training an American salesman to meet the new and strange conditions of a foreign country and even the necessity of language being mastered before attempting a serious foreign selling campaign. An officer of a large foreign banking institution who has had years of experience in dealing in South American trade centers is authority for the belief that it is a mistake for the American salesman to attempt to ape the customs of his prospective buyers, in the first place because he usually renders himself absurd, and secondly because the foreign buyer rather likes the new approach and directness of American business methods.

The essential qualifications, in his opinion, are that a man have a thorough knowledge of his home office's policy, full authority to negotiate without equivocation and delay, and such vision and intelligence as to properly adapt his methods of selling to foreign conditions rather than to attempt to force the foreign method into the American plan.

Service

The Foreign Trade Extension service of Advertising & Selling is available to any manufacturer or interest desirous of information regarding export advertising and selling. Letters will be answered promptly and personally. There is no charge for this service. Correspondence of this nature is invited and Advertising & Selling, to meet every need of its readers in the export field, has made connection with the most reliable authorities on international business relations and methods.

THE EDITOR.

Norway Good Trade Field

There is business in Norway for American exporters, according to R. S. MacElwee, director of the Bureau of Foreign and Domestic Commerce, who says that few business men in the United States fully appreciate the importance of Norway as a market for American goods. In 1917 United States exports to that country were valued at $147,774,000, one-third of the valuation of the total imports of Norway from all sources, and American goods occupied a position of general popularity and favor.

Mr. MacElwee announces that the bureau has just issued in the special agents series a publication entitled "Norway, a Commercial and Industrial Handbook," which presents a condensed review of commercial and industrial conditions. Foreign trade and means of communication are some of the major subjects. Motor vehicles, textiles and clothing, foodstuffs and feedstuffs, leather, boots and shoes, machinery and tools and other important trade items receive individual attention.

Kievenaar in New Capacity With "Export American Industries"

At a recent meeting of the Board of Directors of Steven de Csesznak, Inc., publishers of *Export American Industries*, the official international organ of the National Association of Manufacturers, G. P. Kievenaar, vice-president of the corporation, was appointed assistant general manager, with headquarters in New York.

Mr. Kievenaar, who has been identified with the promotion of American foreign trade for twenty years, recently returned from a seven months' trade survey of the markets of Southern Europe and Northern Africa and has just issued three reports on the results of his investigations. Previous to his departure he was in charge of the western territory of *Export American Industries*, with headquarters in Cleveland.

Plan Brazilian Exposition in 1922

Elaborate plans are under way for the celebration in 1922 of the Centenary of Brazil's Independence, including an International Exhibition to be held in Rio de Janeiro during July and August, an Agricultural Show, and the anniversary of Independence Day on September 7. Arrangements will be made, it is said, for the repetition of the exhibition afterwards in Sao Paulo.

American trade with Brazil will be fostered henceforth by the newly organized United States Chamber of Commerce in Pernambuco, Brazil. Such chambers now exist also in Rio de Janeiro, Santos and Sao Paulo.

American Exports Show Increase

Great Britain and Japan were the only ones of the larger countries that took fewer goods from the United States in October than during the same month a year ago, while Germany, Canada, Mexico, Chile and the Dutch East Indies were the only countries from which the United States received more goods than during the corresponding period of 1919.

Exports to Germany in October totaled $32,449,265, an increase of $12,000,000 over those of October a year ago, while imports from that country were valued at $8,021,701, an increase of $6,000,000.

Goods shipped to Great Britain were valued at $160,973,621, a decrease of $4,000,000, while shipments from that country to the United States were valued at $33,617,133, a decrease of $8,000,000.

INCREASE TO FRANCE

France received $79,092,926 in shipments from the United States, an increase of $13,000,000, while it shipped to the United States $11,749,406 in commodities, a decrease of $3,500,000.

Shipments to Italy were valued at $35,693,826, an increase of $4,000,000, while imports from Italy were valued at $4,365,360, a decrease of $3,000,000.

Exports to Argentina increased $8,000,000, totaling $21,858,448, and imports from that country were $14,971,430, a decrease of $9,000,000.

Exports to Brazil totaled $15,143,613, an increase of $3,000,000, and imports from Brazil were $14,498,109, a decrease of $10,000,000.

Chile took $4,867,920 in American goods, an increase of $1,000,000, and sent to the United States goods valued at $7,807,230, an increase of $2,000,000.

Japan received $7,000,000 less in goods from this country, the total being $12,067,612, and shipped to the United States $22,000,000 less, the total imports from Japan being $21,223,735.

Exports to Canada of $86,643,891 showed an increase of $19,000,000, while imports from Canada were $71,541,276, an increase of $16,000,000.

CUBA TAKES MORE

Exports to Cuba increased $24,000,000, totaling $51,884,014, while imports from that country fell off $23,000,000, totaling only $11,265,080.

Central America took $6,973,714 in American goods, an increase of $2,000,000, and it sent to this country goods valued at $2,443,150, a decrease of nearly $1,000,000.

Mexico's imports from the United States increased $11,000,000, the total being $20,762,596, while it sent to this country $12,271,375 in commodities, a decrease of $600,000.

To China the United States shipped $12,841,799 in goods, an increase of $5,000,000, while imports from China fell off $10,000,000, totaling only $9,613,252.

Shipments to the Dutch East Indies aggregated $6,113,544, an increase of $3,000,000, and imports from those islands were valued at $19,258,750, an increase of $12,000,000.

The total exports to Europe in October were valued at $432,882,748, as against $313,412,825 in September. In October, 1919, the total was $407,101,891.

Banking Authority Compliments Advertising & Selling's Foreign Trade Extension Work

A compliment on the Foreign Trade Extension work being carried on by ADVERTISING & SELLING comes in the form of a letter from A. H. Titus, the president of the First Federal Foreign Banking Association. In his letter, which is reproduced below, Mr. Titus calls good, up-to-date sales management and advertising a most powerful agency in foreign business getting, and points out that ADVERTISING & SELLING, in publishing the articles it does, is working on the proper method along highly important lines.

First Federal Foreign Banking Association,
40 Wall Street.
New York, December 2, 1920.

Mr. C. H. Tribe,
Director, Foreign Trade Extension,
ADVERTISING & SELLING,
471 Fourth Avenue,
New York City.

Dear Sir:—

I have been absent from the bank on account of the grippe, and the piling up of work here has caused me to delay the acknowledgment due you for your very fine handling of my article on "Edge Law Banking."

One of the most powerful agencies in foreign business getting is good up-to-date sales management and advertising according to American ideas. That is very plain to bankers who have had experience in foreign business communities where there are important branch managements of American concerns. The accomplishments of capable American foreign managers acting in harmony with intelligent general management at home have been so big as to make it absolutely undeniable that if we can stimulate our business interests to adopt the constructive policy of putting selected managers in charge of their foreign business, men of demonstrated capability in management here, and of backing these men up in adapting their methods to foreign conditions, we can do the best possible work in foreign trade promotion.

You are working on the right idea, I feel, in the systematic publication of articles about up-to-date methods of organizing foreign business, describing new facilities in banking, etc., that help, and telling how Americans abroad are successfully adapting American ideas of sales management to the foreign situation as they find it.

Very truly yours,
(Signed) A. H. TITUS, President.

"First following—and next reading"

Practically every footnote in the Telephone Directory is placed "First following and next reading."

No position can be guaranteed, but every advertisement appears in "preferred position"—at "run of paper" rates.

"First following and next reading" beside every telephone in New York State and Northern New Jersey should mean something to you. It means results to our advertisers. 4 out of every 5 renew or increase their space issue after issue.

Our representative will be glad to show you what Telephone Directory Advertising is doing for others and can do for you.

New York Telephone Company
P. W. ELDRIDGE, Sales Manager Directory Advtg.
1261 Broadway at 31st Street, New York
Call Vanderbilt Official 130

A. N. A. Prepares For Battle

(*Continued from page* 12)

The total expenses of conducting the organization during the year Mr. Sullivan reported as $61,600, with no liabilities remaining and a surplus larger than ever before.

During the year, he reported, individual and separate data service has been given to the extent of 29,478 units—each unit consisting of from one to 100 pages of typewritten matter—which is five times the number of units supplied last year. About three times the number of members have been thus supplied than were furnished last year, the total being 11,216. This, he pointed out, averages ninety-eight items of data service per member.

During the year the Association has made a working agreement with the Trade-Marks, Patents and Design Federation of Great Britain for exchange of information on pending legislation affecting trade-marks, in order to prevent any confusing trade-mark legislation in either country.

VIEWS ON BUSINESS FUTURE

All through the meeting there was a tense attention to the dissemination of facts, the delegates realizing now more keenly than ever before that they needed the assistance of each other's experience. There was no room, and, indeed, no inclination for theorizing or discussing hypothetical cases. Every address was practical in the extreme and all the discussions, which were many and free, were based on "What shall we do?" rather than upon "What might be done?"

It was noticeable both in the sessions and in the corridors that no discussion was optimistic about an immediate resumption of normal volume of business or a speedy return of the public to what might be considered normal buying. Opinions as to the duration of present non-purchasing condition ranged all the way from a few months to a year and more, but it was to be noted that those delegates who have had experience in the field, who have been before, and are now, familiar themselves with their dealers, never spoke of a material change as likely to occur until at least half of the new year shall have become history. Even then—and this was the consensus—the trend toward better selling conditions will be slow.

Significant views on this subject were brought out in some of the addresses to which the delegates listened. An excellent programme of brass-tacks talks was a feature of the meeting.

Archer Wall Douglas, vice-president of the Simmons Hardware Company, St. Louis, who has made an exhaustive study of business conditions, saw no present relief from the downward trend of prices. He did believe, however, that with the spring would come a restoration of confidence and a resumption of normal buying. His salesmen, he said, had been industriously sounding dealers, and, through them, taking the pulse of the public, and everywhere the sentiment was that people not only must begin normal buying in with the end of the winter months, but would do so willingly. By that time, he declared, what changes in prices would occur would lose their sharp and violent nature. He noted an assurance of this among dealers and felt confident that manufacturers might lay their plans upon their judgment.

SALES TALKS TO THE POINT

Concentrating on weekly demands by purchasers is the best way to market manufactured products, said W. Irving Shugg, of the Winchester Repeating Arms Company. His concern, he said, had for several years carefully tabulated, by weeks, the specific demand for certain goods by their 7,000 dealers. It was found that the chart thus produced would show infallibly just what goods any certain dealer required in any certain week of the year. By anticipating this weekly demand his company was able to keep dealers stocked with just the kind of goods that would sell quickest, thus facilitating turnover and preventing carryover.

Interesting and valuable to advertisers in periodicals was the chart presented by G. Lynn Sumner, of the International Correspondence Schools. Mr. Sumner described how the schools had kept account of the results from advertising in four classes of publications by using a quota of replies that ought to be received from advertisements, fixed arbitrarily, of course, but yet based upon experience. Results in number of replies, he emphasized, increased as the advertising was persisted in.

O. C. Harn, of the National Lead Company, who is also president of the A. B. C., insisted that advertisers should not be content to rely solely upon the first page of A. B. C. reports. So far as figures go, he said, A. B. C. reports were accurate and exceedingly useful, but the advertiser should go further on in the reports than the figures themselves in deciding upon mediums. He illustrated by taking two supposititious newspapers, one with a paid circulation of 200,000, the other with 175,000, both A. B. C. reports, and both, as a consequence, accurate and dependable. Investigation of how the circulation was obtained, however, he averred, would be of value. Of his two papers, he said, one got its entire circulation without offering inducements, while the other had built its up by means of giving cut rates, offering premiums, etc. It needed no wizard, he concluded, to tell which was the more valuable, thousand for thousand of circulation, to the advertiser. All of this data, he said, will be found in every A. B. C. report.

TRACING RESULTS

"Taking the Guess Out of Advertising" is the slogan of Street & Finney, and Frank Finney took the convention through an entire advertising campaign to show how the guess can be eliminated and the marketing made sure. Not only was the whole market surveyed in the most careful manner, but after the campaign had been started, to check up, the names of purchasers (of Gorton's fish cakes) were obtained from the dealers and a questionnaire sent to them asking for information about packages, quantities in packages, the advertising that attracted them, etc., and the continuance of the campaign and its method based upon their replies.

With the menace of slack business driving out a number of concerns before the resumption of normal buying in mind, R. O. Eastman, of Fuller & Smith, discussed causes of failure among merchants and manufacturers. He developed the fact, derived from reliable statistics, that only one per cent of failures in times past had resulted as a consequence of competition.

The value of good will, or institutional advertising, was emphasized by J. D. Ellsworth, of the American Telephone & Telegraph Company. He urged full publicity of the affairs of a public service corporation, to educate the public, and said that the good will advertising that his company had been doing of recent years had been worth to it, in dollars and cents, not less than $3,000,000, though it had not cost nearly as much.

THE PUBLIC BE TOLD

P. L. Thomson, of the Western Electric Company, added to Mr. Ellsworth's address by declaring that the experience of the Western Electric, which is so closely identified in interest with public service corporations, proved that the public must be shown

indubitably that it is necessary for them to pay a proper price for service if they expect the best, and that it had been found that where the public had been admitted to the confidence of public service corporations, honestly and fullly, it had appreciated that it must pay a just and adequate price for service.

Whether the free sample or the sample offered at a nominal price through advertising is the better was discussed by W. W. Wheeler, of the Pompeian Cream Company. After experimenting with free samples his company had offered them at a price of six cents. Not so many replies were received as had come in for free samples, of course, but still enough to warrant the experiment. A follow-up questionnaire was used to determine how many of the people who asked for samples went to the stores and bought the cream after the samples had been used. There were enough, he said, to make his company satisfied that for them the day of free samples had passed and that they would continue to offer samples for a nominal price.

S. Roland Hall made a plea for a school of salesmanship in every selling institution. No matter how good a salesman is, he declared, he could be improved by a study of the methods of others, and the only way to force them to it was to establish interior schools. That, he said, is the only way to overcome the lead of the chain stores. Second in value to educate salesmen he placed the well-conducted house organ.

At the advertising agency service meeting, held in another room, the old question was brought up, "Should agencies be paid commissions and by the advertising mediums?" It was urged without a dissenting voice that commissions pad by the medium were an evil that should be stamped out. But, it was decided, it is impossible just at present to eliminate the practice, though it was agreed that a campaign of education directed to agent and medium should be taken up and continued until the fee system fees to be paid by the advertiser served was established.

National Campaign for Redwood Lumber

In January the Pacific Lumber Company, San Francisco, producers of Redwood lumber, will start a national campaign of advertising to promote the use of their product in the building, industrial and manufacturing fields. The campaign will be directed from the Lumber Exchange Building, Chicago, and will be in charge of Austin L. Black, advertising manager.

The H. K. McCann Company, of San Francisco, which is handling the account, is sending out contracts to national, class, technical and trade papers.

Mitchell-Faust Get Cheney Talking Machine and Berkey & Gay Accounts

The Mitchell-Faust Advertising Company, of Chicago, has obtained the advertising accounts of the Cheney Talking Machine Co., Chicago, and of the Berkey & Gay Furniture Co., Grand Rapids, Mich. Campaigns for 1921 are being planned, also for Athena underwear and Burlington hosiery on the account of Marshall, Field & Co., wholesale, which was recently secured.

Technical Publicity Association Meets Dec. 16

Earle W. Bachman, director of new business and research of the Quality Group of Magazines, will address the Technical Publicity Association at the Machinery Club, New York, December 16. A motion picture, prepared by the Western Electric Company, on the cedar pole industry will be shown.

Irvin F. Paschall to Direct Atlanta Convention Program

Irvin F. Paschall, of the *Farm Journal*, Philadelphia, has been made chairman of the program committee for the seventeenth annual convention of the Associated Advertising Clubs of the World, to be held in Atlanta, Ga., next June.

S. C. Dobbs, late president of the Coca-Cola Company, Atlanta; H. C. Brown, of the Victor Talking Machine Co., Camden, N. J., and Frank D. Webb, of the Baltimore *News*, have been appointed to the committee. They will co-operate with one representative from each department of the National Commission, at a meeting to be held in January, in preparing the convention program.

Electric Power and Equipment in Textile Mills



MORE than one-third the power used in the Textile Industry —total over 3,000,000 H. P.—is electric power.

It is only logical that Textile Mills, whose machines are highly automatic, should take advantage of the flexibility, smoothness, cleanliness and economy of the electric drive. Yet the field has only been partially cultivated.

In addition, all of the 9,000 textile mills depend upon electricity for lighting. Over 18,000,000 such outlets is the industry's estimated total.

The importance of this market should be obvious to the manufacturers of electrical apparatus such as generators, transformers, motors of all sizes, wiring, conduits, switches, fuses, indicating instruments, lighting fixtures, lamps, reflectors, etc.

The avenue of least resistance in reaching this market is through the Power and Engineering Department of TEXTILE WORLD, which is carefully read by mill executives and engineers in search of new machines, equipment and methods.

Let us tell you about this field and the opportunities it offers for the sale of YOUR product.

Textile World Journal

Audit Bureau of Circulations
Associated Business Papers, Inc.

BRAGDON, LORD & NAGLE CO.
334 FOURTH AVENUE, NEW YORK

Joseph Meadon, American Post-Graduate

The New President of the Direct Mail Advertising Association Came to this Country for a Five Years' "Finishing Course"

By ALMON W. SPAULDING

JOSEPH MEADON, recently elected President of the Direct Mail Advertising Association at its third annual convention, held in Detroit, Michigan, might well be called a son of the British Isles.

He was born in Belfast, Ireland, of an English father and a Scotch mother. Shortly after his birth, the family moved from Ireland to France and a good part of his boyhood was spent in the land of Lafayette.

At the age of twenty-three, Mr. Meadon was given his first real executive job as assistant works manager of a large publishing house at Glasgow, Scotland (Hay, Nisbet & Co.). He soon moved up another step and was made publication manager of another Glasgow publishing house that employed about 300 people. He himself says, "It was about that time that I imagined that I was just about twenty years ahead of the average man in my profession, and I figured that if I desired to be still ahead of the profession it behooved me to make a pilgrimage somewhere and learn many more things.

A POST-GRADUATE COURSE

"Having come to this conslusion, I felt that a five-year post-graduate course in the United States would be of advantage and perhaps keep me in the van, so I sought an interview with the president of our publishing house and told him my desires and of my decision. He laughed at me—tried to laugh me out of it. Reasoned with me and showed me the error of my ways. I listened and reasoned with him, but opined that I was right—at least, hoped so.

"A week later I was in his office again and he had half-a-dozen introductions written to personal friends of his in New York and Boston."

Mr. Meadon never used these introductions, however, as he was not looking for a short-cut to success, but struck out for himself in the land of big business for all that was in it.

His hobby, as well as his business, has always been the making of good books, of good literature, and in particular the making of good business and merchandising literature.

Mr. Meadon was, for a time, publication manager of the Architectural Builders' Association of New York. Later he was general superintendent of the Republican Publishing Company of Hamilton, Ohio; general sales manager of another large manufacturing printing establishment, and to-day is president of The Franklin Press of Detroit.



JOSEPH MEADON

The five-year post-graduate course that he had mapped out for himself in the U. S. A. seemed to have passed, he often says, "in the twinkling of an eye," and at the end of this period he was so much interested and so enthusiastic regarding his work here in America that returning to Europe was out of the question.

Twenty years have now passed since his arrival in this country. In that time he has produced personally several million dollars' worth of direct advertising,—planned it, created it and supervised its execution.

"Some of it," he says, "was very successful and other parts of it—well—taught me quite a lot of things that I did not know before."

While with the Republican Publishing Company, Mr. Meadon founded the Graphic Arts and Crafts Year Book and edited it for four years. This brought him felicitations from all over the world that kept him very busy arranging for the translation of letters and articles in publications that referred to his production.

When asked about his work and his views on the future of direct advertising, Mr. Meadon said, "I expect that we will produce a million dollars' worth of printed advertising during 1921, and seventy-five per cent. of it, I anticipate, will be Direct-by-Mail material.

THE FUTURE OF DIRECT ADVERTISING

"I have taken a practical interest, and worked with national advertising. I have a high regard for outdoor advertising and have counseled and suggested the use of all forms of advertising when helping to formulate the policies of business, believing that there is a community of interests and that one form of publicity supported by other forms makes an effective tool with which to develop merchandising programs.

"I am convinced, however, that direct advertising is only just beginning to get a toehold. Its value has not been appreciated until the last few years except by a handful of specialists. There is not a business that cannot be materially benefited by it at less cost than by most other mediums. The Direct Mail Advertising Association is the organization that will help to cut out the pitfalls of direct merchandising and put it on a sound basis and assist its members to benefit by the experiences of others.

"The convention just concluded at Detroit was one of the best I have attended and more than one delegate confided to me: 'That one paper has more than repaid me for the time, effort and expense I have been put to. I can apply that man's experiences and conclusions to my own problems!"

New Daily for Windsor, Ont., Planned

Wilfrid Southwood, publisher of the *Border Cities Era*, Windsor, Ont., will start a daily newspaper in Windsor soon after the first of the year. He was granted a charter by the Dominion government recently. The new paper will be in the afternoon field, now covered by only the *Border Cities Star*.

He Grew Up With Advertising

(*Continued from page 9*)

has always interested me amazingly, and that is the man who either blows into my office, or sends for me, and who is fairly bursting with enthusiasm concerning the thing he wants to introduce to the great American public.

"I well remember the time when Cyrus H. K. Curtis would climb three flights of stairs to reach my father's office on the corner of Murray street and Broadway to solicit from him the advertising of the Estey Organ Company for his little farm paper published in Philadelphia (*The Tribune & Farmer*, I think), long before the birth of the *Ladies' Home Journal*. Yes, and Dad himself used to tell a story of how Henry B. Hyde, founder of the Equitable Life Insurance Company, used to sit at his desk in the office of the *Independent* and plead for a notice for his baby, the Equitable.

WHERE PROPHECY FAILED

"But to return to Mr. Curtis: well, I remember how all of us wiseacres thought he was just simply blowing in his good cash on a predestined failure when he insisted on advertising to the last degree, the *Saturday Evening Post*. Surely he had made a huge success of the *Ladies' Home Journal*, and was deserving of great credit, but to take all his profits, and more, to try to put over such a proposition as the *Saturday Evening Post* was certainly a foolhardy proposition, according to our ideas.

"And I am prepared to say now that nothing but his persistent advertising did it. So you see, Mr. Curtis is the very best example of one's taking his own medicine to be found among the publishers of the country.

"By the time the *Country Gentleman* came along we were all so well convinced of the Philadelphia publisher's ability that we never questioned the success of the last enterprise, which was followed just as doggedly and persistently as was the earlier one.

"The other type of enthusiastic advertiser is well illustrated by that old-timer, Frank Siddall, who had a soap to sell that he wouldn't let any paper advertise for him unless the solicitor of that paper had cleaned his teeth with Frank Siddall's Soap.

"I had been down there soliciting for some paper. His first question was, 'Have you used my soap? Have you cleaned your teeth with it? I suppose he thought to bring out the purity and mildness of the soap by intimating that people could use it on their teeth. He did get notoriety for the soap, but in some way or other there was something illogical about the proposition, for it fell by the wayside."

A FORWARD LOOK

An hour spent in conversation with Mr. Richards would convince the most skeptical that he has the same forward look and the same enthusiastic optimism that must have characterized his youth in the days when he won his thousand-dollar prize from the Chicago *Daily News* and was offered the "advertising editorship" of the New York *World*.

He sees the new times and is eager to do his part in them.

"Speaking now as a salesman with a pen in his hand, for this is what all advertising men must be in the future," said Mr. Richards, "I have a strong ambition to see one product advertised that has never been adequately expressed on paper. Life insurance companies have been advertised; their assets have been exploited, their Boards of Directors have been displayed, but the commodity itself has never been handled in the way its value in the world deserves. I believe that this is why life insurance is so generally neglected among the essentials of civilization. The president of one company tells me that if life insurance were written in ten times the volume it is now it wouldn't be overdone. What a shame it is that advertising could not have its chance at goods of the quality of life insurance in universal application.

"So, you see, you who have been reading my reminiscences, that I have a forward look which to me is far more interesting than the story of past achievements."

President Wilson Would Have Producers Mark Product With Price

President Wilson this week, in advocating that the producer of every article destined for interstate commerce mark his product with the price at which it leaves his hands, has aroused much interest among the manufacturers of the country.

The suggestion, made to Congress in the President's last annual address, was advanced after attention had been called to the immediate need for a law regulating cold storage. The President said that it was necessary to prescribe a method for the disposing of cold storage goods.

"It would be most serviceable," he stated, "if it were provided that all goods released from cold storage for interstate shipment should have plainly marked upon each package the selling or market price at which they went into storage, in order that the purchaser might be able to learn what profits stood between him and the producer or the wholesale dealer.

"Indeed, it would be very serviceable to the public if all goods destined for interstate commerce were made to carry upon every packing case, whose form made it possible, a plain statement of the price at which they left the hands of the producer."

A further suggestion of the President's was with regard to a Federal license for all corporations engaged in interstate commerce. This had been made before in a message to the second session of the Sixty-sixth Congress.

Test Advertising Campaign for Lemons in New England

Several cities in New England have been selected as a proving ground for an advertising and dealer service campaign to test the effectiveness of such efforts in increasing the demand for lemons during the Winter months, according to a bulletin issued by the advertising department of the California Fruit Growers' Exchange. The plan being used is similar to that tried with success in Providence last Winter. If the larger campaign proves a success this year it will probably be used throughout the country in the future.

Dealer service men working from Boston assisted agents in the preliminary work, including the placing of lemon displays. The newspaper campaign started with a full page on Monday, November 15, and was followed by smaller copy on Wednesday and Friday. The copy announced "Bargains in Lemons" as the news feature, urging buying by the dozen, and suggesting by text and illustration several Winter uses, both food and toilet, such as lemon pie, lemon juice on fish and vegetables or in salad dressing, hot lemonade for colds, lemons for the hands and for the hair rinse.

The cities selected for the try-out are Boston, Worcester, Springfield, Pittsfield, Portland, Bridgeport, Hartford, New Haven, Waterbury and Providence. Lemon Weeks are being run successively in the various markets, and will continue until February 12.

The newspaper advertisements advocate the purchase of lemons because of the low prices and the many ways in which they may be used. No emphasis is placed on any brand or kind of fruit. The word "Sunkist" and the name "California Fruit Growers' Exchange" appear only in very small type.

Magazine Title Changes

The *American News Trade Journal* gives the following changes recently made in the titles of periodicals:

Peptimist is now called *Building Materials. Northwest Warriors Magazine* is now *The Overhere Digest. Metal Worker, Plumber & Steam Fitter* is replaced by *Sheet Metal Worker, Plumber & Steam Fitter. Business Digest & Investment Weekly* has become *Business Digest Service.*

Publication Dates Changed

The *American Golfer*, New York, has changed to a bi-weekly, and the *Oil & Gas Journal*, Tulsa, Okla., is now being published weekly.

1,800 Study Advertising at N. Y. U.

Eighteen hundred men and women are registered in the Department of Advertising and Marketing at New York University this year. This is the largest enrollment that the University has had in this department, and it is believed to be the largest in the country.

"The Slaughter of the Innocents"

(Reprinted from the *Literary Digest*)

WHEN JESUS CHRIST came upon the earth, nearly two thousand years ago, to save all mankind, his mere coming seemed to interfere with the material interests of a few people of that period, notably King Herod, who promptly decided to dispose of this "interloper," and sent forth his soldiers with orders to slay all the children of two years old and under. Thus was consummated the most atrocious crime against innocent childhood ever committed up to that time. It has come down to us through all the ages in song and story, and master painters have pictured it on marvelous canvases.

To-day passing in review, as we look out through the windows of our comfortable homes in this great and happy land, are three and a half millions of helpless children, the innocent victims of the greatest war that has ever afflicted humanity. It matters not, as we gaze in the direction of these children, that our eyes must stretch across three thousand miles of ocean, we still can see them and we still can hear them, if we wish to do so; and we can not help hearing the tragic appeal in their voices and seeing their tiny arms stretched out to us, and their searching eyes looking into our souls, as they say, "Help us, or we perish." And if we fail to listen to this great call of three and a half millions of God's helpless children; if we close our eyes and ears to this great demand of duty, we will be just as guilty of the "slaughter of the innocents" as was Herod, nearly two thousand years ago.

In these lands, swept by death and filled with tragedies too deep for tears, a sum of human suffering is being written greater perhaps than for all ages gone by. The mind grows numb and the heart sick from a constant recital of tales of such tragedy as it is difficult to believe the twentieth century could hold.

And so, when we received the letter from Mr. Hoover telling us that America must not allow hunger and cold to return to this mass of 3,500,000 helpless children our soul was stirred and the hot blood surged up in our heart. We felt it was our imperative duty to use all the power God has given us to aid this noble-hearted American in continuing the work of saving human lives to which he has devoted unsparingly, and at great personal sacrifice, his tremendous energy and administrative genius during the past six years, in which time he and his American colleagues have administered two billions of dollars of relief funds from all parts of the world with a total overhead expense of only three-eighths of one per cent, without any remuneration to the American directors. Now he asks us all to help save the children who are in imminent danger of starvation this coming winter.

There they are, in the midst of wrecked homes, and farms, and factories; in cities crowded with masses of refugees without sustaining food for children, through the destruction of live stock; seeds for planting, raw materials, tools, and machinery gone; great areas with everything burned, or looted, or smashed; vast unemployment for workers; no means of subsistence; a land of economic ruin, of mutilated life, and lingering death; and in the midst of it all—the little children.

In long lines they are waiting at the American food-kitchens. Will the food be there for them? Will they be turned away? There are no happy, healthy faces in those long lines—not one. You have seen rags and barefooted children, but never so many little boys and girls literally dressed in tatters. Soon it will be very cold, and for those bare little feet and legs and arms there is nothing at home to put on.

Hollow faces and shrunken bodies are so common that their real condition does not become evident until we inquire more closely, and then we find that most of them are from one to five years back in their growth. Children of eight years old have not reached the normal size of two and a half. They are just learning to stand alone. Others almost as old can not yet stand on their feet. Their arms, and legs, and spines, and chests are twisted and warped. The flesh and skin are shriveled on their bones. It is surprising that life can still exist there. If they can have food they will gradually regain their health and strength, but with most of them it is a question of now or never. Starvation and tuberculosis will not wait.

In Poland alone a million five hundred thousand such children must be cared for. In Latvia and Esthonia the people are living mostly on a diet made from potato-flour, oat-flour, and sawdust. In Czecho-Slovakia, in Hungary, in Austria, and in other countries of central and southeastern Europe, two millions more are in dire need of food; and who stops to ask regarding creed, or race, or nationality when a little child is starving? Children are just children the world over, and the great American heart is big enough to care for them all.

But the appeal now is not for all. The three and a half millions of children in immediate danger of starvation, if this organization fails, who *must* have food at once, are only a fraction of the total number. The hungry children of those destitute countries have been examined by competent physicians, and only those whose wasted little bodies are reduced to the minimum weight, and whose endurance of hunger has reached the end which merges into actual starvation, are admitted to the American kitchens and given *one meal a day*. It is hard to turn away thousands of hungry boys and girls—to hear them ask, pleadingly, "Do I weigh too much?" "Am I not thin enough?" "Can't I come any more?" But this restricting of food to the extreme cases is compulsory, because there isn't enough for all.

And these neediest ones can not reach the kitchens through the cold winds and the snow barefooted and in the pitiful rags which form only a partial covering for their bodies. They must have clothes. Each outfit consists of one pair of warm woolen stockings, one pair of boots, and a little overcoat. This one meal a day, and these boots, stockings, and little coats can be supplied *only if we give them*. If we do not, the slaughter of the innocents by cold and starvation will be appalling.

Among the more than two million men and women who will read this page there is not one—there can not be a single one—whose heart will not respond gladly and eagerly to the challenge of this great need. We are asked, *you* with us, to co-operate with Mr. Hoover in raising twenty-three million dollars to feed and clothe these children and save them from death this winter. It can be done. It shall be done! *The Literary Digest* knows its readers and the deep earnestness, the quick sympathy, the great-hearted generosity they always show when any real human need calls to them. You have never been called upon in vain. We are counting on you now with a great confidence. We know, also, how truly you represent the American spirit, which beats in the hearts of a hundred and three millions more in this big land of plenty, a spirit which leaps ready at every such call, and is never weary in well-doing. We are not a hermit nation, isolated from the world, when suffering and want cry out to us from anywhere under the sun. A great, a beautiful, and heart-sustaining hope supports these stricken people—*America will come to their relief*. For in the far places of the earth, where famine stalks, one name and one alone is synonymous with rescue and hope—and that name is America.

The small individual unit of ten dollars will provide the coat and boots and stockings and one meal a day for one child this winter. A hundred dollars will save the lives of *ten* children. For a thousand dollars you may have the joy of saving *a hundred* little ones. We urge our readers—we urge *every one* whose eyes are on these words—to give quickly as many of these units as possible, *to buy for themselves that precious and priceless thing, the life of a little child—as many of them as they can*, and every one will be a shining star in an eternal crown. It was the Divine Lover of little children, who came to earth as a little child, and who reigns now as the King of Glory, who said, "Inasmuch as ye have done it unto one of the least of these, ye have done it unto me." He does not forget, nor fail to reward.

So deeply do we ourselves feel the urgency of this great need, knowing all the facts, that we should feel a heavy burden of guilt if we did not go beyond anything we have felt possible heretofore in order to save these innocent children from suffering and death. Therefore, *The Literary Digest* will start this fund with the sum of $25,000 to feed and clothe twenty-five hundred little boys and girls this winter. What an inspiration it will be to all of us—what an inspiration *and example* to many thousands who may be uncertain how much to give—if in the very first week there shall be a great shower of checks for $1,000, for $5,000, for $10,000, as well as a deluge of smaller amounts, to send the fund rolling on toward the necessary twenty-three millions! Let us all see again what the father's heart is like in this great rich land of America. Let us have again a wonderful revelation of the heart of American motherhood. Let us have a great outpouring of love and helpfulness in the name of him who said, "Feed my lambs!"

Make all checks payable to "The Literary Digest Child-Feeding Fund," and mail

them direct to *The Literary Digest*. Every remittance will be acknowledged, and *The Literary Digest* will be responsible for every dollar contributed, to see that it goes, without one penny deducted, to the purpose for which it is given. Address Child-Feeding, *The Literary Digest*, 354-360 Fourth Avenue, New York.

Patterson and Hammesfahr Join International Magazine Co.

E. C. Patterson has been appointed associate business manager of *Cosmopolitan Magazine*, and will be the Western manager of that periodical with headquarters in Chicago.

Mr. Patterson is president of the Warner-Patterson Co., Chicago manufacturer of Warner lenses, and before his connection with that company was for many years general manager of *Collier's Weekly*.

A. C. G. Hammesfahr has resigned as vice-president of the Martin V. Kelly Co. to become a member of the executive staff of the International Magazine Company, with headquarters in New York.

Before going into the advertising agency field, Mr. Hammesfahr was advertising manager and later general manager of *Collier's Weekly*. He succeeded Mr. Patterson when the latter resigned.

Taylor Society Organizes Sales Executives Section

The Taylor Society, which is devoted to the promotion of the science and art of administration and management, announced at its annual meeting, held in New York, December 2 to 4, its approval of the establishment of a Sales Executives Section, which a conference of sales executives voted for last June.

The purpose of this section will be to afford sales managers an opportunity to study their problems from the point of view of scientific management, in association not only with other sales managers but also with production managers and engineers who have had experience in the development of scientific management in the shop.

Meeting in connection with the Society last week, sales executives of many leading manufacturers of the country discussed the application of scientific management in the sales department. President Henry S. Dennison, of the Dennison Manufacturing Company, presided during the examination of a questionnaire which had been sent out, and which is reproduced elsewhere in this issue. Later, with E. St. Elmo Lewis, of the Campbell-Ewald Co., in the chair, reports of the committees on the organization and functions of the sales engineering department, and on the organization and functions of the sales operating department were gone into. The discussion, particularly of field research activities in connection with the former department, disclosed numerous methods being employed by successful manufacturers to increase sales and stabilize demand.

Charles J. Crockett, American Lady Corset Company, Detroit, Mich., chairman; Willard E. Freeland, Winchester Repeating Arms Company, New Haven, Conn.; E. St. Elmo Lewis, Campbell-Ewald Company, New York, and F. R. Wallace, Street & Finney, New York, have been appointed a committee to supervise the organization of the Sales Executives Section.

Hellwig Obtains Thompson-Starrett Account

The advertising of the Thompson-Starrett Company, builders, New York, has been placed with the E. W. Hellwig Company, New York.

Continental Rubber Advertising With Barton, Durstine & Osborn

The Continental Rubber Works, manufacturer of Vitalic tires, Erie, Pa., has appointed Barton, Durstine & Osborn, Inc., of New York, as its advertising agency.

To Market New Type of Shoe

An entirely new type of leather and rubber footwear has been developed by the United Shoe Machinery Company, in co-operation with several rubber shoe manufacturers, reports the *Retail Public Ledger*. The leather uppers of the new shoes are lasted on by the usual machine used for leather shoes, but the soles are vulcanized on.

Corn Products Buys Interest in Box Factory

The Corn Products Refining Company, of New York, has purchased an interest in the Hummel & Downing Company, paper box manufacturers, Milwaukee, Wis.. The refining company will be represented in the management by John L. Blanchard, who becomes vice-president and general manager, succeeding T. W. Ross, now vice-president of the Hummel-Ross Fiber Company, of Virginia.

Sioux City Appoints Publicity Head

Sioux City, Ia., which contemplates an advertising campaign, has appointed John D. Adams as industrial commissioner of the Sioux City Chamber of Commerce. In this office he will direct the publicity of the city.

SYSTEMS BOND

"The Rag-content Loft-dried Paper at the Reasonable Price"

The Importance of Business Stationery

During the course of years' time many sales are lost on account of business stationery not being quite up to the mark.

Some advertisers pay thousands of dollars for a page advertisement in a magazine, and then follow up the inquiries with a letter written on a grade of paper that wouldn't impress people enough to make them pay eighty cents for a gold dollar.

When you send out a sales message give it every chance to win. Send it on a letterhead that will be a credit to your firm.

SYSTEMS BOND is the advertised paper that will make your letters look better.

A request on your letterhead will bring samples.

Eastern Manufacturing Company

General Sales Offices:

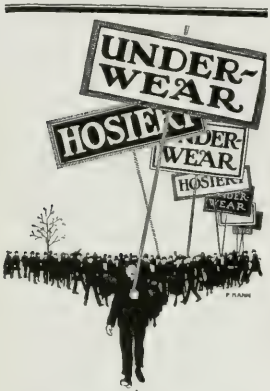
501 Fifth Avenue New York

Mills at Bangor and Lincoln, Maine

We Want a Writer of Advertising

One who has had wide experience, can put pep, punch and human interest into copy, advertising the very finest clothing made, and have every piece of copy institutional and upbuilding in character. Apply by letter only, giving full details as to qualifications and experience. No other letters will receive consideration.

Brill Brothers
Executive Offices
Union Sq. South, N. Y. City



The Underwear & Hosiery Review
320 B'way New York

A PRACTICAL advertising and merchandising woman, who has counseled largest concerns in the United States on distribution, wholesale and retail—is ready to act as your counsel—anywhere, anytime, any product. A real service. —E. V. Maguire, 34 S. 17th St., Philadelphia, Pa.

How Does Your Sales Department Function

(*Continued from page 23*)

Twelve firms state that study is made of the art of personal salesmanship; four that it is not; two that it is done superficially; one that it is a responsibility of the sales manager.

7. Have you ever made a time-study of a salesman's work, or any kind of job analysis of his work?

Eleven firms reply that no job analysis of the salesman's job is made; five that there is such analysis without time study; three that there is such analysis including time-study.

GENERAL

1. What are the functions of your sales manager; does he have supervision of sales engineering or planning, as well as of the selection and direction of salesmen?

Thirteen replies state that the sales manager supervises both sales planning and sales execution, even when the routine of planning is performed by a distinct unit. Three state that he is responsible for execution only. One states that he is primarily responsible for execution, but participates in planning by his presence on a planning committee. One states that a distribution manager is responsible for both planning and execution and that under him are sales managers who are responsible for execution only.

2. Do you believe the function of sales engineering or planning requires a type of personnel different from that required by the function of actual selling? If so, what are the differences?

Eighteen replies express the opinion that sales engineering or planning requires a personnel different in temperament from that required in sales operating; one that the difference is not great; one that "it does not in our business but probably does in most." There seems to be general agreement that actual sales operations require the vigorous, motor type of man, and sales engineering or planning the engineering, studious, analytic type, and that the latter must also possess imagination.

3. Do you make provision for effective close co-operation between the sales department and the production department in order to keep the output of both departments in balanced relation?

Sixteen firms make serious effort to co-ordinate selling and production; one is just beginning to attempt co-ordination; one states that the production manager does the co-ordinating; one that production and sales seem "practically unrelated."

4. Is the advertising department subordinate to the sales department, or co-ordinated?

In eleven replying firms advertising is subordinate to the sales department; in six it is co-ordinate, the inference being that they are co-ordinated by the general manager. In one they are practically unrelated, "the sales manager knowing nothing of advertising until he sees copy in publications."

Advertise NOW

(*Continued from page 4*)

ter, to carry business safely past the crisis.

Manufacturers and sales executives have endorsed that policy of "twice as good and at least as extensive." They have gone further to point out, as did the banker quoted, the necessity of an immediate plus effort—a quick-acting, powerful drive for all lines now suffering from the depression.

Some of the comments appear with this article. Others will appear in subsequent issues. They repeat in no uncertain terms the message of H. J. Jones, advertising manager of the Joseph Campbell Company, in the December issue of *Campbell's Courant*, which, Mr. Jones says, best expresses his company's attitude toward the present business situation:

"This is no time for pessimism. It is a time to be up and doing. Men of vision and enterprise are now laying their plans to take advantage of the primary impulse of the return swing of the pendulum of sentiment."

—And they are all using advertising to pull back the "pendulum."

Outdoor Advertising Salesman

FOR Northern Ohio and Michigan by one of the largest outdoor advertising companies. We want a very active man, capable of selling posting and paint in a clean, constructive way. Hard work and constructive missionary work are needed, but the remuneration in the end makes it the most attractive kind of a business life for the proper man. Interview granted upon request. Box 286, care of Advertising & Selling.

Fox Film Leases Large Building

A lease aggregating practically $1,000,000 for a period of twenty-one years was closed this week by the Fox Film Corporation on a four-story structure owned by the Kelly-Springfield Tire Company, at the northeast corner of Tenth avenue and Fifty-fourth street, New York.

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting. Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.
POSTAGE • 18 East 18th St., New York City

"GIBBONS KNOWS CANADA"
MONTREAL TORONTO WINNIPEG

Constructive Spirit Will Right Business

(*Continued from page 25*)

Federal Reserve Bank comes in—it was an ever-present help in time of trouble.

THE CONSTRUCTIVE SPIRIT

Then there is all over the United States a constructive spirit. They are not sitting down, holding their hands, and lamenting about what is going to happen, like modern Jeremiahs and Cassandras; they are finding out something to do to bridge over our troubles, to meet them, sanely, courageously—as Kipling says, like men unafraid. They are keeping their feet on the level, but they are still looking up at the stars. They are holding with deathless grip to those two things that make this country—common sense and idealism—and they are trying to work out through the future, the immediate future and the far future, constructive plans whereby we shall be able not only to help ourselves but to help solve that problem across the water which is such a burden upon us.

I find, everywhere I go, that real American spirit. They are sane in the sense that they are collecting their debts, they are running their stocks down to what they need; they are not being out of goods, they are buying as they need and when they need. They are treating it very soberly, advisedly, and in the fear of the Lord.

The First American Newspaper

Two hundred and thirty years ago, a century and a half after the invention of printing, the first newspaper made its appearance in America. There was but one issue of *Public Occurrences Both Foreign and Domestic*, but the tiny sheet, which appeared in Boston in 1690, was epoch-making in its importance, *The Sun*, of New York, relates. Out of it has grown the American press, with its thousands of papers and its tremendous influence upon the life and thought of the country.

Public Occurrences was not served by the telegraph, the telephone or the wireless. "It is designed," it said, "that the country shall be furnished once a month (or, if any glut of occurrences happen, oftener) with an account of such considerable things as have arrived unto our notice." Thus in its infancy did the press in this country display that marvellous aptitude which to-day is its distinguishing characteristic for receiving and presenting to the public the very latest news.

Public Occurrences set for itself a high standard in the matter of presenting facts free from all coloring of prejudice, ungarbled to suit the interest of the moment. The publisher "is willing to engage," it says, "that whereas there are many false reports, maliciously made and spread among us . . . we will expose the name of such person. It is supposed that none will dislike the proposal but such as intend to be guilty of so villainous a crime."

In the generations that have elapsed since *Public Occurrences* first made this announcement the press has been a mighty power in running down "false reports" and exposing the guilty persons. Yet the "curing or at least the charming of that spirit of lying which prevails among us," as the colonial editor quaintly expressed it, has not yet been fully accomplished. False reports are perhaps only less common to-day than in 1690.

It is a long cry from the crude little sheet which ushered in the newspaper era in America to the great modern metropolitan daily. But the guiding principles laid down in *Public Occurrences* are not greatly different from those accepted by the press to-day. The presentation of the news, unbiased interpretation of important events, the exposure of falsehood and injustice, the combating of ignorance, these are or should be the maxims of every newspaper which seeks to deserve the public confidence and esteem.

Habirshaw Electric Cable Sales

The Habirshaw Electric Cable Company and constituent concerns report net sales amounting to $10,702,974 in the nine months ended October 2.

Du Pont Succeeds Durant

The resignation of William C. Durant as president of the General Motors Corporation was accepted at a meeting of the board of directors held November 30, and Pierre S. du Pont was chosen to succeed him.

To Sub-Let

Space 50 x 65 feet at 471 Fourth Ave. between 31st and 32nd Streets. Now occupied as business offices. Has plenty of light, eight windows in front and six in rear. Present lease has five years to run from February 1st, 1921. These offices would be very desirable for an advertising agency or a publication office. Price $2.25 per square foot. Apply Fifth floor, 471 Fourth Ave.

ADVERTISING & SELLING
The National Weekly of Modern Merchandising – Established 1891

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December 11, 1920

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It Pays to Advertise NOW!..... 3
Manufacturers and sales executives endorse opinion that intensive advertising drives will go far to relieve the depression.

Why Dress Your Business in a Bathing Suit?.....*J. K. Fraser* 5
Throw a cloak of personality around it when you present it to the cold, cold world.

Retired—Old General Publicity.....*William H. Rankin* 6
Marshal Brass Tacks must now be put in charge of the selling campaign.

A Man Who Watched Advertising Grow Up....*Edmond McKenna* 7
Joseph Addison Richards was writing copy in an agency when trademarks, now widely popular, were babes crying for recognition.

Advertising Aid to Readjustment.....*J. C. McQuiston* 10
It is sustaining active markets and protecting business against depression, says retiring A. N. A. president.

A. N. A. Girds Its Loins for Battle..... 12
Delegates at Lakewood meeting prepare to combat depression with greater advertising effort.

Creating National Good Will for a Bank.....*Addison L. Winship* 16
Advertising that helps and interests readers is most effective agent in this work.

How Does Your Sales Department Function?..... 21
The Taylor Society for Scientific Management presents the results of an investigation into the sales organization of twenty representative plants.

Constructive Spirit Will Right Business.....*Archer W. Douglas* 24
Vice-President of Simmons Hardware Company believes American sa ity and confidence justify optimism as to future.

The Government and the Foreign Trader..... 28
American manufacturers, faced with the absolute necessity of going into export business, must have backing of Congress and the Executive Departments.

Joseph Meadon, American Post-Graduate.....*Almon W. Spaulding* 34
He intended to take America as a "finishing course," but remained to become president of the Direct Mail Advertising Association.

Calendar of Coming Events

December 14-15—Annual Convention, Shoe Polish Manufacturers' Association of America, New York.

December 15—Annual Convention, Upholstery Association of America, New York.

December 15-16—Annual Convention, Toy Manufacturers of the United States, New York.

December 16.—Annual Convention, National Association of Engine and Boat Manufacturers, New York.

January 3-8—Highway Transportation Show of the Motor Truck Association of America, New York.

January 7—General Conference, Advertising Managers' Council, Motor and Accessory Manufacturers' Association, New York.

January 8-15—Twenty-first National Automobile Show, Grand Central Palace, New York.

January 17-21—Fourteenth Annual Convention, National Canners' Association, Atlantic City, N. J.

Associated Business Papers Appoint Committees

President M. C. Robbins, of the Associated Business Papers, Inc., has announced the following standing committees:

Committee on Agency Relations: Harry Tipper, *Automotive Industries*, New York, chairman; R. Marshall, *Concrete*, Detroit; Warren G. Platt, *National Petroleum News*, Cleveland; J. Malcolm Muir, McGraw-Hill Company, New York, and Roger W. Allen, Allen Nugent Company, New York.

Trade Practices Committee: E. E. Haight, *Motor Age*, Chicago, chairman; F. M. Feiker, McGraw-Hill Company, New York; Allen W. Clark, American Paint Journal Company, St. Louis; L. B. Sherman, Simmons-Boardman Company, Chicago, and E. B. Terhune, *Boot & Shoe Recorder*, Boston.

Postal Committee: A. C. Pearson, *Dry Goods Economist*, New York, chairman; Arthur J. Baldwin, McGraw-Hill Company, New York; E. R. Shaw, *Power Plant Engineering*, Chicago; V. H. Powers, *Manufacturers Record*, Baltimore, and Truman S. Morgan, *Architectural Record*, New York.

Auditing Committee: J. N. Nind, Jr., *Furniture Record*, Grand Rapids, chairman; H. H. Rosenberg, *Brick & Clay Record*, Chicago, and A. I. Boreman, *Merchants Trade Journal*, Inc., Des Moines.

Advisory Committee: H. G. Lord, *Textile World Journal*, Boston, chairman; H. M. Swetland, United Publishers Corporation, New York; Arthur J. Baldwin, McGraw-Hill Company, New York; E. A. Simmons, Simmons-Boardman Company, New York; John H. Penton, Penton Publishing Company, Cleveland; J. Newton Nind, Sr., *Furniture Record*, Grand Rapids; R. C. Jacobsen, *Hide & Leather*, Chicago; John Clyde Oswald, *American Printer*, New York; E. R. Shaw, *Power Plant Engineering*, Chicago, and Col. J. B. Maclean, Maclean Publishing Company, Toronto, Canada.

Co-operation With the Association of National Advertisers: Charles D. Spalding, *Oil Trade Journal*, New York, and Jesse H. Neal, The Association Business Papers, Inc., New York.

National Councillor Chamber of Commerce of U. S. A.: F. J. Frank, *Iron Age*, New York.

Committee on the Sale of Government Surplus Property: Earl B. Hill, McGraw-Hill Company, New York, chairman; A. C. Backert, Penton Publishing Company, Cleveland; Henry Lee, Simmons-Boardman Publishing Company, New York; George H. Griffiths, *Hardware Age*, New York; Harry Taylor, *Dry Goods Economist*, New York, and E. H. Ahrens, *Factory*, Chicago.

C. J. Crockett With American Lady Corset Company

Charles J. Crockett, formerly sales and advertising manager of the Printz, Biederman Company, Cleveland, on December 1 became associated with the American Lady Corset Company of Detroit.

Larson & Crouch Appoint Production Head

Roger Gould, formerly with the Fitchburg Grinding Machine Company and the Universal Grinding Machine Company, Fitchburg, Mass., has been appointed production manager of Larson & Crouch, advertising, New York.

The advertising revenue of

Metropolitan

for 1920

was the BIGGEST

in the history of the magazine

All records were broken regardless of the omission of the July issue

---

The advertising forms of the March Metropolitan will close on January 10th

THE SCHILLING PRESS, INC., N. Y.

It's not the Size of the Advertisement—
It's the Circulation!

A SINGLE column 28 line advertisement in the American Weekly produced more inquiries than a full page advertisement in a class magazine devoted exclusively to the proposition advertised.

The American Weekly—biggest publication in America—is admittedly a splendid medium for BIG ADVERTISERS. For the small advertiser who wants to become BIG it is the best medium available.

The American Weekly



A. J. KOBLER, Manager
1834 Broadway, New York

Western Representative
W. J. GRISWOLD
Hearst Building, Chicago

Public Library,
Kansas City, Mo.

Advertising & Selling

DECEMBER 18, 1920

800,000

THE net paid circulation of the Chicago Sunday Tribune now exceeds eight hundred thousand.

The broadside pictured below was printed on Foldwell and carried four actual size Saturday Evening Post advertisements in colors besides the Fayette R. Plumb Company's merchandising story for 1920. It is saddle stitched, has five repeated folds, 12 pages, and measures 17x50.



Foldwell and National Advertising

Big printed pieces must have extra strength to save their appearance—to stand up against extra folding and handling. That is why Foldwell—with its rag base and long fibres which give it unusual strength—is the logical paper for elaborated broadsides. Send for samples.

Foldwell
TRADE MARK
Coated Book
Coated Cover
Coated Writing

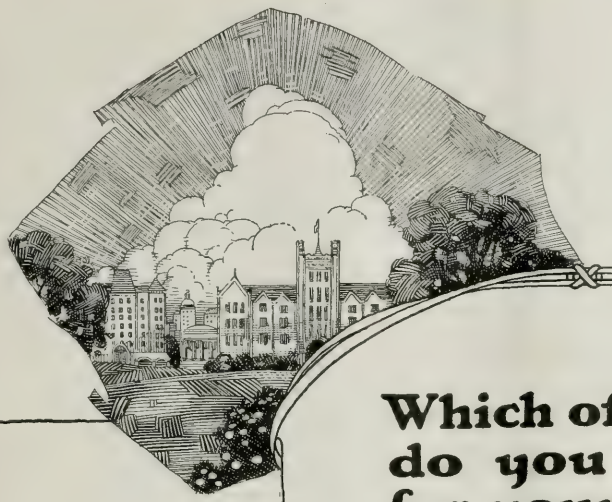
YOUR dealers know only what you tell them about your 1921 campaign. They cannot be expected to share your enthusiasm or "hook up" with your campaign unless they are as familiar with it as you.

This year a great number of national advertisers presented detailed plans of their advertising to their dealers. Unusual broadsides were used for these presentations in which the *advertisements themselves* were reproduced in actual size and color, and their purposes explained.

Such broadsides give the dealer a more comprehensive view of his sales possibilities and naturally the advertiser's results show marked improvement.

CHICAGO PAPER CO., *Manufacturers*
836 S. Wells St., Chicago, Ill.

Nationally Distributed



Which of these do you want for your child?

Education can have two possible effects upon your child.

It can improve his mind. Or it can spoil it. Everything depends upon the school he attends, upon the instruction he secures, the type of children with whom he comes into direct—or indirect—contact.

There is absolutely nothing so important in your child's life as his education. Nothing so vitally affects his future—and his country's future.

The entire problem resolves itself into a choice of school. Given the right institution, all the other integrated and associated elements may be taken for granted.

Good Housekeeping is one of the four monthly publications carrying the greatest volume of school and camp advertising. It has been the choice of these schools because it has a type of reader who wants only the best of everything, schools included.

Good Housekeeping is glad to be the choice of all of these great schools. But by the same token, these schools gain because they have been *chosen* by Good Housekeeping. Good Housekeeping *decides* what schools shall advertise in its pages. Good Housekeeping has made a thorough investigation of every one of these schools, their faculties, their equipment, their facilities, their records for scholarship.

And every one that has passed this rigid scrutiny is guaranteed to you. Your child will be accorded the attention and training promised or the tuition will be refunded.

Good Housekeeping cannot permit anyone to experiment with the futures of America's citizens.

This is the first of a series of full page advertisements appearing monthly in Good Housekeeping. For the "reason why," see Printers Ink issue of Dec. 23rd.

ADVERTISING & SELLING, DECEMBER 18, 1920
30th year. No. 26. Issued weekly. Entered as second-class matter October 7, 1918, at the Post Office at New York, N. Y., under act of March 3, 1870. Price, 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City



"As Long as Agriculture Produces This Country Will Come Through"

This statement was recently made by the Sales Manager of a very large eastern corporation.

This fundamental fact was impressed upon his mind by a recent trip among his dealers and distributors in the Corn Belt states.

He saw first hand, that agriculture is the basis of business; that the farmers hold in the hollow of their hands the destiny of the whole country.

Despite this period of readjustment, he found the farmers had ample cash with which to buy his products ranging in price up to several hundred dollars.

"As long as agriculture produces this country will come through."

Keep that fact firmly in mind because it underlies the success of your business.

And remember that a big reserve built up from profitable crops during the last five years and a big income for 1920 crops promise a large farm trade in 1921 to wide awake sales managers.

THE STANDARD FARM MARKET

The Breeder's Gazette
Established 1881

Wallace's Farmer
Established 1895

The Ohio Farmer
Established 1848

The Wisconsin Agriculturist
Established 1877

Prairie Farmer, Chicago
Established 1841

Pennsylvania Farmer
Established 1880

The Progressive Farmer
Established 1886
Memphis, Dallas, Birmingham, Raleigh and Atlanta

The Michigan Farmer
Established 1843

Pacific Rural Press
Established 1870

The Farmer, St. Paul
Established 1882

Hoard's Dairyman
Established 1870

The Nebraska Farmer
Established 1859

Western Representatives
Standard Farm Papers, Inc.
Conway Building, Chicago

Eastern Representatives
Wallace C. Richardson, Inc.,
95 Madison Ave., New York City

All Standard Farm Papers are members of the Audit Bureau of Circulations

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

J. M. Hopkins, President;
H. B. Williams, Vice President;
E. B. McCaffrey, Secretary;

ADVERTISING & SELLING CO., Inc.,
471 Fourth Avenue, New York, N. Y.
Telephone, Madison Square 1765-6-7

Ralph B. Smith, Managing Editor;
George Roosevelt, News Editor.

30th Year | DECEMBER 18, 1920 | Number 26

You've Started An Aggressive Campaign—How's Your Ammunition?

Before You Put a Barrage of Salesmen Down On the Buyer's Market, Cull Out the "Duds"

By MICHAEL GROSS

THE late fracas that put Germany in her place also put many new words into the English dictionary. One of the most picturesque of these additions is the word "dud." A dud, as any buck private can tell you, is a shell that looks exactly like the real thing, comes over the line like the real thing, makes as much noise on the way as the real thing, but fails miserably to go off like the real thing when it finally hits something. That there are many humans who, measured by this definition, could also rightfully be called "duds" no clear-thinking person will deny. And that the duds among salesmen outnumber the duds in any other line of endeavor by three to one is also a premise beyond dispute.

A HIGH MORTALITY RATE

Whether this is because of the widespread notion that salesmen are born and not made and therefore need no such training as is given the doctor, the lawyer, the butcher or baker; or whether this field attracts a greater number of incompetents than any other because of the very fact that no such thing as training seems necessary for success, is hard to determine. But every sales manager will tell you that the mortality in his salesforce beats that of the first battle of the Marne by at least 13 per cent. And just as an experienced artilleryman can tell you why a "dud" shell failed to explode, just so can an experienced sales manager explain exactly why this or that "dud" on his salesforce failed to make any kind of a dent at all in the people he tackled for an order. Invariably the duds divide themselves into five great classes, the order of their appearance being about as follows:

A "DUD" is a shell that may "whiz" but won't bang." There are, at least, five kinds of "dud" salesmen and it's a bad time to let any of them carry your sales metal.

The Salesman Who Is Afraid of the Buyer: He looks upon the man who gives him an order as a being made of superior clay to himself and fears him accordingly. He has never learned that a salesman is performing just as great a service to the buyer by bringing him the merchandise he requires as the buyer is by handing out an order. Nor does he appreciate the truth of the statement that many merchants have actually been forced into success, due to the fact that some salesman, knowing them to be urgently in need of the product he was selling, would not take "No" for an answer but made them buy in spite of themselves. Because he gazes up at an "order-giver" as a superior being to an "order-receiver" this particular dud of the salesmanship world loses the reins of the interview the instant the buyer catches sight of his awe-struck face.

From that moment on he is driven in the direction the buyer wants to go. Price, discounts, deliveries, free goods—all these details are arranged by the man placing the order. Tell this type of salesman that he should have stood up for his rights; that the buyer would respect him more if he acted the part of a man rather than that of a doormat, and he will look at you with horror in his eyes as if what you were proposing were something sacrilegious; a crime against the All-Highest; a grievous case of *lese-majeste* that would only result in losing the trade altogether. And so he plays his part, filling his order book with all sorts of unprofitable contracts taken under all kinds of impossible conditions and clauses, until the sales manager gets a chance to wield the battle-axe and another dud is removed from the cluttered ranks.

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USE THE BATTLE-AXE

The Independent Salesman: This particular dud in the sphere of salesmanship looks more like a real piece of ammunition than most of his brethren. He is usually a strapping big fellow, with a protruding jaw and an immediate eye. The best trick in his bag is his independence—until the buyer discovers that this independence is assumed for the sole purpose of covering up a colossal amount of ignorance. By his method shall you know him—and this is his method: He approaches a prospect and presents the few facts he has been able to master regarding the line he is selling. That presentation, in his opinion, entitles him to the order, and woe to the buyer who fails to come across or who dares ask for further information. Unable really

to convince a prospect because of his ignorance of the product, he befogs the issue by assuming an independent attitude and dropping some such remark as: "My time is too valuable to sit here and explain every detail of this proposition. If you don't think it's worth the money, say so and I'll sell it to your competitor across the street. Maybe he knows good value when he sees it, without asking a lot of questions that don't mean anything." Duds of this type usually last just so long as it takes for some keen-witted buyer to puncture the bubble of their pseudo independence. Then the axe falls and they slide down to oblivion.

The Salesman Who Knows His Line—But Not the Buyer's: Usually this chap is a conscientious worker whose lack of results often proves a complete mystery to the home office. As a rule, he has started in the shipping department and has worked his way up to a road position. He knows the line from the moment the iron is taken out of the ground until the last bolt is put into the finished product. He has worked in every department of the factory and no buyer could possibly ask a question about the merchandise that this type of salesman could not answer—immediately and correctly. Yet the hinges on his order book grow rusty from lack of exercise.

WHY THEY FAIL TO GO OFF

This is not because the man lacks the gifts of industry, grit or determination. It comes solely because of the fact that while this individual may know the line perfectly he has never learned how his product can be made to fit the buyer's need. A salesman may know all about how an adding machine is made and be able to assemble one blindfolded, but unless he can convince a buyer that the purchase of one of these appliances will be of benefit, and demonstrate the fact to be so, all his knowledge "goes for Sweeney." Many salesmen overlook this point. That's why they fail to "go off." No buyer ever places an order just to get merchandise in exchange. He has got to be shown first that what the salesman wants him to buy will make money for him; or save time for him, which is money; or save labor, which also has a cash value.

The Charity Salesman: Every buyer has met a few of these "Uriah Heeps of the Grip"—and doesn't want to meet them again if he can help it. This particular type of dud is usually only half-sold himself on the product he is trying to sell to others and does not understand the first principles of successful salesmanship. His stock reasons for the favor of an order are: "They'll fire me if I don't bring back something today"; or "I'd certainly like to get your order—it will be my first one this month"; or "I've got a wife and four children and it certainly does cost something to keep them in food and clothing."

Of the art of convincing a buyer by means of clean-cut, logical reasoning he knows nothing. Of how his product will be of benefit to the man he is talking to he knows even less than nothing. But he has the art of whining down to a science and if his territory contains a goodly number of sentimental, soft-hearted buyers he may get a lot of orders—once. The next time around the circuit, Uriah Heep's order book will prove to be about as superfluous as the row of buttons on the sleeves of his coat.

The Trusting Salesman: Without guile and without gall, this dud ambles through the world of salesmanship, more than willing to take the word of his prospects as to why they are not ready to place their orders just at present. A trifle lazy, fond of a good time, "there" with the ladies, he makes his calls according to routine and sends his "call sheet" in to the home office every night. But the words "not interested at present" are usually written after the first name on the list and "dittoed" after nearly every other. At a moment's notice, this type of salesman can show you at least thirty thousand dollars' worth of sales—that he will get the following month, when the promises he has received will surely come home to roost. But all that the next month brings is another set of gilt-edged promises. Buyers instinctively recognize the breed and "not interested" falls from their lips even while they are in the act of reaching for the telephone to place an order with one of the salesman's competitors. That it is possible to interest a "not interested" buyer, and even to sell him, is something beyond this mortal's comprehension. "The man said he wasn't interested, didn't he?" he would reply to such a statement. "I'd only be making a liar out of him if I turned around and sold him something." The curtain descends on the career of this misfit the moment the concern he is representing discovers that the bank absolutely refuses to discount an assortment of sales reports telling of the thousands of dollars' worth of business that will surely come in "next month"—and our trusting friend flutters off the scene, in his eyes a look of implicit faith in all humanity and in his hands a newspaper with the "Help Wanted" column prominently displayed.

Sphinx Club Talks on Advertising Rates

Advertisers and Publishers Present Their Views

ADVERTISERS and publishers, whose interests will be directly affected by a change in advertising rates, had a unique opportunity to present their views on the advertising situation at an open forum meeting of the Sphinx Club, New York, following a dinner of the club held at the Waldorf-Astoria Hotel on the evening of December 14.

With Collin Armstrong, of the Collin Armstrong Agency, chairman of the Newspaper Committee of the A. A. A. A., presiding, in the absence of R. F. R. Huntsman, publisher of the Brooklyn *Standard Union*, president of the Sphinx Club, in the South, the event was given over to a discussion of the subject, "What Is the Future Trend of Advertising Rates?"

Arrangements had been made previously to call upon speakers who could adequately present the points of view of advertisers and of the mediums. John Sullivan, executive secretary of the Association of National Advertisers, spoke for the advertisers. Stanley R. Latshaw, advertising director of *Butterick's*, replied for the publications and other angles of the subject were dealt with by Lester L. Jones, Labor Commissioner of the New York City Publishers' Association, and by A. C. Baldwin, vice-president of the McGraw-Hill Company, the latter speaking from the floor.

Mr. Sullivan summed up his view of the situation by saying that the average publisher's conclusion has been that there must be no reduction in advertising rates, while the national advertiser, on the other hand, has, generally speaking, made up his mind that the rate must be decreased. He admitted the rising costs of publishing and expressed the opinion that the increase in advertising rates had been "comparatively moderate." In concluding his statement of the publisher's side of the case he said: "Theoretically the publishers—most publishers, shall I say?—may have a good case for thinking that, at least, they deserve that the status quo be maintained. I think I have stated the publishers' case fairly and I regard many such cases with sympathy, because I know what the men have been up against, and it would seem possible that their costs peak has not even yet been reached.

"But, to be frankly brutal, we are dealing with a condition and not a theory."

That condition, as Mr. Sullivan saw it, presented the manufacturers facing price declines in practically all lines of products, reduced purchasing power or purchasing inclination on the part of the consumer and goods held up on the retailer's shelves because of the retailer's unwillingness to lose at replacement values in a declining market what he gained at replacement values in a rising market. The manufacturer, he said, is asking why the publisher should be exempt from the economic law of a buyer's market, and why the publisher cannot cut down expenses as the advertisers are doing, and the manufacturer is determined that a dollar in 1921 must do what two dollars did in 1920.

Rising to present the publishers' side of the story, Stanley R. Latshaw, of *Butterick's*, declared that the manufacturers' boards of directors, to which Mr. Sullivan

(*Continued on page* 39)

That He Who Turns May Read

If the Real Eye Doesn't See It at First Glance, You Can't Expect the Mind's Eye to Wade In and Get It

By HUMPHREY M. BOURNE

WE are a quick eating, quick talking, quick thinking, quick speaking and quick reading nation. We are so everlastingly busy trying to crowd one hundred and twenty diamond seconds into every blessed golden minute, so busy taking the short cut to a given point, that we have no patience with anything that would have us take the long way around.

When the blind, crippled apple woman starts to tell us how it all happened we, mentally at least, kick her right crutch from under her and ask her to tell us the net of it in a very few words. And if our two eyes don't tell us before she does start that she is the worthy creature she thinks she is, we promptly go our way before her first sob comes—and she is mighty lucky if a couple of perfectly good apples are not lost in the going.

HOW MANY REGISTER?

We're in much the same frame of mind when we thumb through the advertising pages of a magazine. Page after page we are confronted by an array of advertisements which, in dollars and cents, would pay an oil king's income tax. Yet how many of them, or, how few, really register?

The test is a simple one, and you can make it in a few seconds with the magazine nearest at hand. Just run through it in a page-turning way. Beautiful pictures and headlines a'plenty! Trick of illustration, picture and word in profusion! Here's a fine-looking ad. But what's it all about? If out of mere curiosity you wish to find out you will seek the hidden display which tells you. But the great reading public are not interested to that extent. They are largely page-turners. And if there is not some dominant display which gives them the "net" of the advertisement—both as to headline and the name of the product, they get absolutely nothing from it and go right on page-turning.

And that isn't mere talk. It is a sad but true fact. To prove it ask someone to page a magazine quickly and then name six products advertised there. Then check them back, and, by the gods, you'll almost invariably find them to be the products of advertisers who are not ashamed to shout the thing they're spending so much good money to tell about.

> "PERHAPS there was a time when the very novelty of advertising might have compelled attention. But that day is long past. Advertising has become an accepted world institution. Attentive readers have become page turners. And if the advertisement won't stand the page-turning test another piece of perfectly good paper at ever so much a ton has been sacrificed to the gods of waste."
>
> * * *
>
> "This subject is not a new one by any means. Yet it is all the more serious and important for that very fact. It gives one mental and physical gooseflesh to see the appalling number of advertisements that do not advertise—well-illustrated, well-written advertisements that lack the essential quality by which they will register something in the mind at first . . ."
>
> H. M. B.

Some very interesting books have been written on the mystery of space. But the greatest space mystery of all would seem to be that which applies to the space occupied by *advertisements which do not advertise*. Isn't it a fact that the ad well displayed as to name of product stands a much better chance of being read than the one which is not? And isn't it also true that if *neither* ad is read through, the one whose product greets the eye in letters clear and bold will at least register in the page-turner's mind?

TOO MUCH GINGERBREAD

Again: Many an advertisement is most interesting and compelling, insofar as the phraseology is concerned. Yet how involved the pictorial and typographic arrangement! So garbled in form that the eye looks no farther! Just like a simple New England home to which somebody has added gables, dormers, pergolas, bay-windows and other gingerbreads, so that the otherwise would-be purchaser walks right past without realizing the beauty of the interior arrangement.

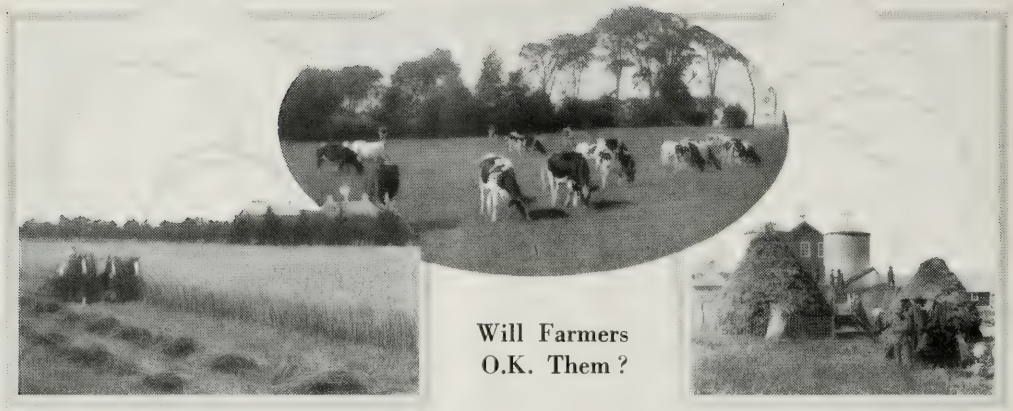
Some advertisements are intentionally devoid of good selling arguments for fear the result will look too much like an advertisement; while others are so complicated in form for fear they won't sound like advertisements. Lord bless you, the simply arranged advertisement is the quickest road to the mind and pocketbook just as the straight line is the shortest road between two points. Yet there seems to be an everlasting, unwarranted fear of making an advertisement simple lest someone will be accused of not knowing his business.

This subject is not a new one by any means. Yet it is all the more serious and important for that very fact. It gives one mental and physical gooseflesh to see the appalling number of advertisements that do not advertise—well-illustrated, well-written advertisements that lack the essential quality by which they will register something in the mind at first glance, even though it be no more than an active headline and the name of the product.

Proper display can be accomplished without detriment to the text. And it is obvious that a well-written advertisement has a far better reading chance by reason of a display that says something than the advertisement which "hopes" that the reader will overlook the absence of display and so take the initiative in finding out what the advertisement is all about.

Does it stand the page-turning test? That is the question to ask before the advertisement is released. If it's a good advertisement it will be a better one for some outstanding fea-

(*Continued on page* 39)



Scenes like these are conjured up by the imagination when the advertiser thinks of farmers, farm buildings and farm animals—three elements of farm copy illustration which Mr. Brownell says are too often handled in a way sure either to tickle the farmer's risibilities or to arouse his indignation. Will these three pictures "look right" to the rural reader?

Why the Farmer Laughs

A Re-examination of the Copy and Illustration That Seemed to Talk in Real Rural Dialect May Furnish the Reason

By GEORGE H. BROWNELL
Director of Advertising, Chapin & Co., Chicago

"WHY can't our product be sold to farmers?" asked the general manager of his advertising chief. "The farmer has the money these days. He needs our product and we want his business. Let's go after it. A try-out in a few farm papers ought not to cost us more than a couple of thousand. Fix up some 'ads' with plenty of cows and chickens sprinkled over the landscape—farm atmosphere stuff. When you're selling a man you've got to talk to him in his own language."

Conversation such as this has served as the starting point for scores of rural advertising and selling campaigns during the past two years. Thanks to the farmer's prosperity during this period, almost any article for which he had any use could be readily sold. Advertisers and their agencies, without any real knowledge of the farm market, have been able to secure satisfactory returns from this field, despite the crudeness of their advertising efforts.

TIMES HAVE CHANGED

The situation has changed, however. From now on those who prepare farm paper advertising will need to work harder to get results than they have ever worked before. More advertisers will be seeking the farmer's dollar and competition will be keener. The farmer will hang tighter to his dollar, not because of a seriously diminished prosperity, but because of the condition of uncertainty and unrest that seems to pervade our entire agricultural population.

The advertiser who hopes to succeed in the farm market must recognize at the outset that he is tackling an entirely new and highly difficult merchandising problem. Copy that goes big in the cities almost invariably falls flat in the country. With the farmer it is especially true that you must "talk to him in his own language"—and talk correctly.

Few indeed of the novices among farm paper advertisers have failed to recognize the retail necessity of a plentiful supply of "farm atmosphere" in their copy. There is plenty of atmosphere, but somehow it does not produce the desired effect on the farmer. Often it convulses him with mirth; again it is the object of a contemptuous scorn. It is one thing for the novice to know that "farm atmosphere" is almost indispensable to a successful farm paper advertisement, and quite another thing for him to produce that atmosphere.

The theory behind the use of "farm atmosphere" is that it wins the confidence of the farmer by making it seem that you are talking to him over his own front fence. You are carrying the discussion into his own territory where he is familiar with the environment and more willing to listen to your selling argument. By speaking his own language in copy and illustrations you are also showing him that you are familiar with the problems of farm life and are therefore better equipped to make a product that will supply his wants satisfactorily.

THERE ARE FARMERS AND FARMERS

Before we begin to discuss the pitfalls that lie in the path of the beginner in farm paper advertising, it should be remarked that, between the two Portlands, there is a multitude of different types of farmers. Like city people, they have all sorts of social customs, farming methods and living habits. They all earn their living from the soil, but they differ otherwise as widely as do the crops they

produce. There is no truly American type of farmer and therefore the advertiser, in preparing his copy for the national mediums, must be doubly watchful. What would be a good advertisement for one section of the country might be almost unintelligible to the farmers in another section.

In preparing an advertisement for the farm papers the inexperienced copywriter is less likely to get into trouble than is the man responsible for the illustrations. The copy man may properly stick to brief, descriptive matter, but the art-work is, obviously, used to create "farm atmosphere" and must picture the scene correctly or the desired effect is entirely lost. Half-tones of actual farm scenes would obviate the occurrence of many a blighting error, but, unfortunately, the majority of our farm journals are now printed on paper of such poor finish that half-tones can be used with only poor results. The advertiser is therefore under the necessity of using line drawings, the correctness of which is left largely to the artist's imagination.

Let no advertiser console himself with the thought that the farmer will fail to notice a horse collar wrongly fitted or an unnatural posture of the man engaged in performing a farm task. The farmer will catch that incorrect detail just as quickly as you detect a strange squeak or rattle in your motor car. Only a slight error is necessary to inform the farmer that while the advertiser is posing as one familiar with farm life—and is seeking patronage on that basis—he is actually a bluffer. The farmer feels that the advertiser is striving to obtain his money under false pretenses and it is only natural that the product advertised will suffer severely in his estimation.

MAKE THE ILLUSTRATION RIGHT

Taking stock of the present-day methods of illustrating farm paper advertising we find that three studio "props" are chiefly used. These are: the farmer himself, farm buildings, farm animals.

Farmers vary in size and physique just as city folks do, although farm life is one of such continuous physical activity that few farmers are inclined to stoutness even in middle age. In the matter of dress, climate and location play an all-important part. In the Northern half of the country overalls and a jumper are most commonly worn. On the farms where the tractor has won its way the owner is often garbed in the one-piece garment of the garage worker.

In the West the wide-brimmed felt hat is worn extensively, but east of the Mississippi it is rarely ever seen. Eastern farmers wear any kind of a soft felt hat that may once have been their Sunday best. Leather boots are no longer good form except in some backwoods district where the owner may have inherited them from his father. The modern farmer wears boots of rubber or felt in doing some kinds of work, but ordinarily his footgear consists of a pair of heavy shoes.

FARM BUILDINGS OFTEN PITFALLS

Everything considered, it is no light task for a national advertiser to make successful use of the picture of a farmer in connection with his copy. The picture may look natural to farmers in one part of the country, but entirely unnatural to those in another part. Defects in the drawing of a farmer's costume are not of a nature so serious as are defects in the drawing of farm animals. If the advertiser feels that the presence of a farmer in costume is indispensable to the success of his advertisement he can rig him out with overalls, jumper and a soft hat and feel that no offense is being given to the greater portion of our farm population. The garments should not fit like the clothing worn by our fashion-plate youngsters. Muss them up and make them look as if they had been worn for hard work.

Next in the list of studio "props" are farm buildings. There are so many different styles of barns and sheds in the different parts of the country that the artist is able to get away with almost anything having a roof, doors and windows. The "bank" barn is the one most commonly found in the central and eastern States. This is built, if possible, against a hill, so that a team may be driven to the second floor. The basement floor is occupied by the cows and horses. Where no hill is convenient an approach of earth and planking is erected.

Among the structures surrounding the barn is one that is worthy of special mention. This structure is the totally plebeian silo—an air-tight cylinder of wood, brick, stone, corrugated iron, concrete or hollow blocks in which green crops—usually corn—are preserved for Winter feeding.

As a fascinating indoor sport the writer recommends a study of the pages of any farm journal for the purpose of noting the weird shapes and locations that the silo is made to assume. Positively, these days, no farm scene is complete without its silo. In real life a well-behaved silo is, for reasons too technical to be set forth here, anywhere from two to three times as high as it is wide. Yet in almost any farm paper one may see silos towering to a height five or six times as great as their diameter.

If the silage is to be fed to meat ("beef") cattle the silo of actual existence is almost invariably located in an open place, where the contents may be thrown down and eaten by the cattle from the ground. If, however, the farm is one where dairying is carried on the location of the silo is a matter of much greater significance. On such a farm the silo must be built in connection with the barn, so that the silage, when thrown down a chute, can be conveniently hauled into the barn and fed to the cows.

On a dairy farm the silo is as inseparable from its barn as are the cows themselves, yet one may see advertisements repeatedly in which the silos for a dairy herd are located anywhere from twenty to one hundred feet from the barn. They stand, like a water tower, without visible openings of any sort, as splendidly isolated and impregnable as the Sphinx.

It is in connection with the last of the three studio "props"—farm animals—that the advertiser must exercise the greatest caution. An artist friend informs me that the human hand offers the severest test to an artist's skill. He is right, so far as the experience of the average artist goes. Few of them are called on to draw farm animals and still fewer have the skill to draw a farm animal so that it will look lifelike to the farmer.

ANIMALS THAT DON'T LOOK IT

In farm paper advertising one would expect to see farm animals drawn correctly, yet it is a rare thing to find one that does not display some glaring fault, unnoticed by everybody except the very man whose favorable attention the advertisement is designed to secure. To most advertisers and artists a cow is a cow and a horse a horse, regardless. To a farmer every class of farm livestock has its distinguishing peculiarities that cannot be ignored any more than can the physical peculiarities that mark the difference between the different human races.

Concerning this point one national advertiser recently said to the writer: "We decided to use the picture of a common cow, because, as I understand it, about 97 per cent of the cows in this country are of common breeding. About 3 per cent only can boast of aristocratic blood. We are selling our product to the owners of the common cows, so we decided to use a common cow in our advertising."

The animal that appeared in the advertisement, as the result of this decision to please the owners of common cows, was a bovine monstrosity. She was supposed to be a dairy cow, but she failed to show a single characteristic of a dairy cow. The cow in the advertisement was fat and possessed of wide-spreading horns, whereas even the most inferior dairy cow is lean and angular. Long horns are no longer seen on any kind of cows, but they have never been a characteristic of a dairy cow. If this cow had been a dog she would have been called a "mongrel." In the animal-breeding world she is called a "scrub." And the "scrub" is the sort of animal that every farm paper, every agricultural college and the United States Department of Agriculture is striving constantly to eliminate from the livestock population of this country. The "scrub" is the "bolshevik" of the animal kingdom.

'WARE THE "SCRUB"

Since October, 1919, the Department of Agriculture has promoted a "Better Sires—Better Stock" movement to eliminate the "scrub" male from the farms of this country. These animals are males of mixed or nondescript breeding. Rule 1 of animal breeding is that each succeeding generation shall be better than the last. If the advertiser does not choose to do his share toward improving the livestock of this country by using the picture of a good animal then for the best sort of business reasons he should not use the picture of a "scrub" in his advertising. Better to have no animal than the picture of a "scrub"—a low-down "critter" anathematized and condemned by every agricultural institution and every better-class farmer in this country.

When it is said that only 3 per cent of the livestock of this country is of artistocratic birth—purebred—it is not intended to convey the thought that only 3 per cent of the farmers of this country are believers in good blood. By using a purebred sire in a herd the farmer is constantly bettering the quality of his animals. Each mating with a purebred sire produces an animal making more and better meat, milk or wool. Exact figures are difficult to secure, but it is probable that close to one-fourth of the total number of farmers in this country are now using purebred sires in breeding their common females. The offspring of a purebred sire and a scrub female is called a "grade." These animals, of course, do not possess all of the desirable characteristics of the purebred, but they are infinitely better than the offspring of a scrub bull and a scrub cow.

If the advertiser finds it necessary to use the picture of a farm animal and is now convinced that the picture of a scrub animal does more harm than good he must not be dismayed to learn that the use of a purebred animal in a picture is not without its difficulties. Each breed of farm livestock has its loyal friends. Featuring an animal of one breed will attract the attention of the farmers who raise that breed, but does not gain the same amount of attention or approval from farmers engaged in raising a rival breed.

MUST WATCH OUT FOR PREJUDICES

A few years ago this rivalry was more bitter than is now the case. In one advertisement which the writer prepared a herd of a certain breed of cows was shown in a pasture. Nearly one hundred letters were received from the adherents of three rival breeds criticising the advertisement because it showed such strong partiality for the one breed and stating that our product was no doubt better suited for the use of that breed than for their own.

There is no satisfactory way of getting around this prejudice that exists among the friends of the different breeds. It would not be correct to show animals of several different breeds in one herd and it would not be a correct solution to run a series of advertisements, each featuring a single breed. All dairy breeds have certain general characteristics, such as angularity and large udders. By showing cows, possessed of these characteristics, at a distance it is possible to convey the dairy herd idea without offense to anybody. If the picture of the cow or cows is a "close-up" there is no way out of the dilemma except to select animals of a certain breed and portray them with the utmost correctness as to breed characteristics.

Trouble for the artist begins right here. There are four prominent breeds of dairy cattle in this country; five prominent breeds of meat, or "beef," cattle. There are six well-known breeds of draft horses; four breeds of heavy harness horses. There is also a distinct breed known as the light-harness Standardbred (trotting) horse and another breed known as the Thoroughbred (running) horse. There are ten breeds of mutton sheep and four breeds that are grown for their wool more than for their meat. There are ten breeds of swine for those who love ham and pork chops and two breeds raised especially for the choice bacon that comes from their deep flanks.

Each of these breeds has its own marks of identification as well-recognized by farmers—and especially by the men growing that breed—as are the marks distinguishing your own ten-year-old from your neighbor's insufferable offspring. For the outsider it is an utter impossibility to tell some breeds of sheep and swine apart, even when specimens of each are placed side by side. Yet the experienced breeder can walk into a herd or flock of hundreds and pick out the animals of different breeding with just the same ease and accuracy as is displayed by your printer in sorting the type in a pied form.

TECHNICAL DIFFICULTIES TO MEET

The characteristics of each breed of farm livestock are definitely established and described by a national association having charge of the registration and transfers of ownership of that breed. The animals that come closest to attaining the prescribed perfection of type are the winners of the blue, red and varicolored ribbons offered as prizes at the various local and national livestock exhibitions. Blue is almost invariably the color of the first-prize ribbon and so we get the expression, a "blue-ribbon winner," often used by city people without knowledge of its bucolic origin.

All animals of a breed, whether prize winners or not, must possess certain characteristics before they can be registered in the herd-books of their breed association. For example, no Holstein-Friesian animal, no matter of what unblemished pedigree, can be registered if the colors of the hide are anything but black and white. In the same breed no animal with a black "stocking," interrupted by a ring of white around the leg, is eligible for registration.

All of the different breeds of horses, cattle, sheep and swine are thus marked and distinguished by hard-fixed specifications as to size, color, droop of ears, angle of horns, quality of wool or shape of body.

Compared with the veteran livestock man, the printer is a weak-sighted bungler. As the result of years of constant association with a single breed of animals, these breeders have acquired a skill of observation that, to the uninitiated, is nothing short of marvelous. With one swift glance at a sheep or hog, the experienced breeder of these animals will not only distinguish the breed, but will also "fault" the animal with respect to its resemblance to the perfect type of that breed. The same

(*Continued on page 21*)

Sales Promotion With Uncle Sam's Aid

The Promotional Letter Is a Distinct Type and Can Be Made Highly Effective

This third article in the series on Sales Promotion, setting forth the fruits of Mr. Brown's seven years' experience in this branch of the selling science, deals with the difficult problem of getting over the Promotion Department's message to the prospect who must be handled at long range. Perhaps you can supplement his list of specific examples of good promotional letters with others that you have used or seen

By T. J. E. BROWN
Sales Promotion Mgr., United States Tire Company

THE Sales Promotion letter is a difficult thing to pin down and label as such, but there is, nevertheless, a distinct type of letter that may be classified as promotional. It is one of the many varieties of sales letters, having as its chief function missionary or educational purposes. It precedes the final selling effort, whether that effort takes the form of a personal call or a mail message definitely designed to close the order.

PAVES WAY FOR ORDERS

A prominent mail order house has for some time found it highly profitable to use a semi-monthly promotional letter meant to further the use of its catalog, but which in itself neither appeals for an order nor features any definite product:

"Dear Mr. Smith:

If you could sit down this evening and, by reading for an hour or so, gather information that would save you a great many dollars during the next year, you would consider that hour well spent. Wouldn't you?

Take for example the little incident that William Jenks down in Iowa wrote us about last week. Mr. Jenks was attending an auction of one of his neighbors where an automobile had been put up for sale. Its top was battered and worthless and the body was in the same condition. The motor and running parts were well preserved, however, and Jenks knew that on one of the pages of the Midco catalog a complete body and top was listed at $98.00.

Mr. Jenks bought the car at a low price because of its appearance, instructed us to ship him one of the bodies, and a few days later disposed of the rejuvenated automobile at a handsome profit.

That is just one example of the importance of knowing values. Many other buyers at that auction had passed by the opportunity because they were not fully acquainted with the storehouse of information you will find in your Midco catalog.

If you will devote that one hour this evening to another reading of 'Midco' it is pretty certain that you will find use for some of the pointers you gather, within the next month.

Cordially yours,
THE MIDCO SUPPLY HOUSE."

The good-will letter is another distinct type of the purely promotional letter. Its usual purpose is to keep the institution of the seller constantly before the buyer. The following letter, for example, is a good-will producer, but at the same time paves the way for an order:

"Last week one of the most successful dealers of Monola Phonographs in the State of New Jersey told us about one of his most effective methods in 'closing' sales of Monolas. You'll be interested in his plan. Here it is:

Every prospect for a Monola—this dealer decided—was a music lover. Those prospects were not interested in our phonograph only because of the beauty of its cabinet work or its general appearance, but because it would give them the music they liked to hear.

So this progressive Monola dealer made it a rule that before any demonstration of the Monola was given the musical tastes of the buyer were to be determined. That was accomplished by the salesman when he asked the prospective buyer what his favorite song happened to be. If it was one of the old ballads several of these half dozen records would be played—19804, 3671-B, 4040, 36715, 17641 or 181-A.

If the customer liked violin music, such records as 468, 3210, 445 and 2130 were used to sell the Monola.

When the late, catchy airs of the day were favored he drew from his stock 16640, 84301, 17720 or the recent hit, 64401.

All of those records were picked after careful study of over fifty buyers of Monolas and the New Jersey dealer rarely fails to sell his prospect when they are used.

You may have a better way to convince a buyer of Monola's superiority, but this plan is not patented. Use it if you like.

Cordially yours,
THE MONOLA PHONOGRAPH CO."

The foregoing letter is an excellent illustration of the type often used in place of the letter that makes a persistent attempt to secure an order. Such a letter has its advantages, especially when it is directed to a list that is constantly circularized. The continuous hammering for business sometimes becomes obnoxious to the recipient of a series of urgings and a good-will letter of this nature often proves to be of decided value. The order-getting qualities are there in the form of suggestion. In the Phonograph Company's letter to their dealer agents the readers of it were not asked to enter orders for the records featured—but they did in large numbers.

IMPORTANCE OF PHYSICAL MAKE-UP

Since most sales-promotion letters are unsolicited their task of securing an audience is more difficult than, for example, the sales letter that answers an inquiry. The promotional letter, going as it does into the hands of supposedly prospective buyers, neither expected nor invited and often carrying the task of the first introduction of its proposition, should be the most carefully composed and neatly dressed of all letters. The false logic that a circular letter is admittedly a processed message and will be so accepted by the reader of it and that, accordingly, a cheap grade of paper may be used or less care exercised in its mechanical make-up has not only put many a good letter in the failure class, but at the same time created a poor impression of its writers.

It would be far better to reduce the size of a mailing list or the number of mailings than to attempt to cut costs by the use of inferior materials. Not only should the typing or print-

ing of a promotional letter be given careful attention, but the comparatively unimportant matter of folding and inserting in the envelope can very profitably receive rigid inspection.

If it is constantly remembered that to be of any value a letter must first be read, every step leading up to that reading will be considered of sufficient weight to require a certain amount of thought. The strongest letter ever written would not be worth its postage if a slouchy appearance halted the reader's interest when he took it from its envelope.

The feeling that sometimes causes carelessness in the physical make-up of a promotional letter is also frequently carried into the actual writing and arrangement of the letter itself. Getting the reader's eye and mind, and holding them, is a problem that continues throughout the promotional letter in greater degree than in other classes of letters. It is bidding for and, if successful, getting the time of the person to whom it is addressed without having received its permission to share that time. A vast majority of the strictly unsolicited promotional letters must compete for the temporary possession of their reader's mind and the more busy the recipient of such a letter is the more interesting, from his viewpoint, it must be to keep his undivided attention.

SHORT AND TO THE POINT

The short, pithy paragraph seems to be favored by many letter writers as a means of insuring the complete reading of their letters. As an example the following letter may be recognized by many national advertisers as one they have read:

"Dear Mr. Jones:

If you and I could step into a representative dozen of the seventy-five thousand homes in Reinsburg tonight I wouldn't have to write you this letter.

In eight out of those twelve homes you and I would find the *Reinsburg Chronicle* going the rounds of the family.

If the head of the house would tell us we would find that those eight *Chronicle* reading households had an average bank account of $2,200.00.

We would learn that two children, on an average, were old enough to form their own opinions and to have an influence in buying the family needs.

You would be surprised and I would be happy to know that these eight families out of the representative twelve were firmly of the opinion that the *Chronicle* is the leading paper in Reinsburg.

Yes, if we could visit those dozen homes tonight I could feel certain that your product would be made familiar to eight of them during 1921, through the *Chronicle*.

Very sincerely yours,
Advertising Manager."

AIDING RETAIL ADVERTISERS

In the retail field the educational type of sales promotion letter is of particular value and it has been used extensively in backing up newspaper advertising campaigns or heralding innovations in the store's service. To the retail establishment with a limited clientele the promotional letter can be made of very decided worth by establishing the continuity of spasmodic advertising.

Unless some unusual bargain or special offering is made, the occasional retail advertiser rarely finds his expenditures in newspaper space profitable because of the infrequency of his advertisements. With a well-planned letter and newspaper campaign it is possible, however, to make the weekly or even the every other week newspaper copy accomplish profitable results. The owner of one exclusive shop specializing in high-grade men's furnishings has adopted this method of making his advertising appropriation pay dividends. His advertisements appear on a certain day of each week. Through the medium of the promotional letter he has endeavored to cause his old customers to look for his advertisement on every Thursday. The "ad" itself, of course, brings in many new patrons whose names are promptly added to the list to receive the series of letter persuasions to remember Thursday as the Haberdasher's advertising day.

While the sales promotion letter is in itself a distinct type, a completely rounded out sales promotion department by no means confines its letter writing to such letters. The promotional letter, however, is as useful to the promotion department as salt to a baker. It may be used to aid a salesman in the field or an advertising campaign of national scope, to educate some portion of the buying public or to put back on the live prospect list the possible buyer who has been given up as lost. It can do these things without eliciting the fear or the hate sometimes lavished by buyers on over-insistent order sleuths, printed or human.

D. S. M. Awarded Sales Director

For his work in connection with disposing of the hundreds of millions of dollars' worth of surplus war stocks Ernest C. Morse, director of sales, War Department, who retires from the service on December 31, has been awarded the Distinguished Service Medal.

During Mr. Morse's term of office as director of sales more than $1,750,000,000 worth of supplies have been disposed of. The percentage of recovery—63 per cent—was greater by far than that of any other country or government.

A $100,000 Account for Some Agency

This Advertiser Wants a Live Campaign That Will Sell Tractors and the Field Is Open

Advertising & Selling Co.,
471 Fourth Avenue,
New York City.
Gentlemen:—

Can you put us in touch with a live advertising agency—or an individual, for that matter—that can get out the right sort of stuff to put our product across, someone capable of showing advantages over all the others?

We contemplate spending upwards of $100,000 during 1921, and are ready to listen to those who can get up advertising that will sell our product.

We are from Missouri and have to be shown, so that they would have to sell us first. If they can sell us on their advertising, they can sell the dealers that we want to get in touch with, but if they cannot sell us, they cannot sell the dealers; therefore, their advertising would be no good to us.

We are sending you a complete set of our literature, illustrating and describing the S-A-T (Schofield Automotive Tractor), as well as the various uses to which it can be put. This is old stuff, and to the agency handling our advertising would be given the job of getting out our new literature, that—like the advertising itself—would have to be full of pep that sells itself.

MUST BE IN KEEPING

The advertising would have to be in keeping with the S-A-T, which is in a class by itself, and there is someone somewhere who can do the job right. Now then, can you name the doctor?

The campaign will have to appeal so strongly to the prospective dealer and buyer as to practically "hit them in the eye," the reading matter so sound and snappy that it will keep them interested from start to finish, and last, but not least, there will have to be a finishing touch that will make them sit down, write out their orders and send them in along with their checks.

Did you ever hear the story of the man who, after stealing another's pocketbook and being caught in the act, told such a good tale that he allowed him to keep it, and gave him also his watch and chain? We want a campaign just as effective.

Do you know who can do it for us?

If so, will you ask them to submit their ideas to us?

The S-A-T is the solution of the farmers' tractor problems, and after it gets properly started will be a whirlwind of a seller, and a huge money maker for everybody connected with it.

There is, therefore, big money in it for the right firm or individual who can deliver the goods.

Let us hear from you.

Very truly yours,

AUTOMOTIVE TRACTOR CORPORATION OF AMERICA
W. J. O'Hara,
General Sales Manager.

Now Is the Time to Write Contracts for 1921 to Save 5 Cents a Line

On Monday, January 3d, Rate Card No. 8 of the New York Globe goes into effect. This means an advance of 5 cents gross a line on the flat rate—from 40 to 45 cents.

By filing a contract for 1921 use, dated December 31, 1920, to reach the Globe office not later than 9 a. m., Monday, January 3d, advertisers can secure the 40-cent gross rate.

In addition these contracts may be written at the definite fixed rate for the entire year.

This is distinctly the best buy in New York City and represents the smallest increase in price over pre-war rates to the user of space.

The Globe repeats its assurance that, as rapidly as prices of print paper and labor are lowered, it will lower its rates, by quarterly adjustments, except on contracts made at the fixed rate for the year.

MEMBER A. B. C. **THE NEW YORK GLOBE** 170,000 A DAY

JASON ROGERS, Publisher

One Morning Brought 400 Checks in His Mail

Advertising Had Done It and Advertising Became the Foundation of Ellmore Clark Patterson's Success

By WILLIAM H. HERRING

ELLMORE CLARK PATTERSON, president of the Warner-Patterson Co., Chicago, and associate business manager of the *Cosmopolitan Magazine*, is not the kind of man who likes to talk about his exploits in the business world. On the contrary, he tries to erase himself—he makes no attempt to register his own capacity.

Is it any wonder, then, that when I approached him for a few side lights on his interesting career my arguments had about as much weight as a feather on an elephant's back? But when I touched upon the good that his sales and advertising experience might do other business men, his transformation was instantaneous, for Patterson is Bigness personified and there isn't a selfish thought in his make-up.

SURMOUNTED MANY DIFFICULTIES

About his person is the magnetic air of the man who sees things through, yet Mr. Patterson is a real fellow, direct and unpretentious. He is the kind of man who wins out through sheer intensity of purpose; a virile, energetic type of man, who is playing a big and important role on the firing line of Big Business.

But like most big men, Mr. Patterson's start in life was anything but promising, as subsequent events will testify.

In 1890, an orphan boy came out of the West to begin life's battles—to throw himself against the current for existence. That boy was Ellmore Clark Patterson, born in America and of American parentage. The boy had no worldly possessions; not even a good education, but he did have high ambitions.

After arriving in Chicago, young Patterson landed in the restaurant business. He began working for Burton F. White, who owned the Association Cafe, located in the basement of the old Y. M. C. A. building on La Salle street.

HIS FIRST ADVERTISING

Those qualities of native salesmanship which have characterized the life of Mr. Patterson began to crop out while the boy was in the employ of White. He was not long in jumping from a minor position to manager of the catering department. At that time White was feeding 500 people a day. His young manager saw no reason why White shouldn't feed twice the number every twenty-four hours.

And as Patterson mingled with the patrons of the cafe and took mental note of their likes and dislikes, he hit upon an idea which he concluded to put into operation at the first opportunity. His chance came when White was suddenly called out of the city.

It was then that Patterson fired the first shot in his campaign to feed more hungry people. And, naturally enough, his ammunition was advertising.

It had been White's custom to distribute advertising matter in the form of blotters, 9½ inches by 4 inches, printed in one color. These blotters were passed out in the office buildings adjacent to the cafe. On the left-hand side of the blotter appeared a picture of two stories and the basement of the building in which the cafe was located; while on the right was a "talk" that started out with this very appropriate caption:



Ellmore Clark Patterson, president of the Warner-Patterson Company, of Chicago, has just brought this keen, determined, analytical gaze to bear on the advertising problems of the "Cosmopolitan Magazine," of which he has become associate business manager, with headquarters at Chicago. You can call it his "fighting face" if you want to, for he has been a fighter—for good advertising—all his life.

Collier's
THE NATIONAL WEEKLY
5¢ a copy

Gould
STORAGE BATTERY

Gould Batteries and Collier's

The Gould Storage Battery Company has chosen Collier's as the backbone of its magazine advertising campaign for 1921.

Read Collier's

"Why not eat well, when you can do so at no additional cost at the Association Cafe?" Then followed a timely announcement bearing upon the good things to be procured at the cafe. The blotters were of an unpretentious character; still, immediate results were traced to them.

Patterson's idea was woven around a neatly printed, abbreviated menu card, 3 x 4 inches, that listed extras from the bill of fare for this or that particular day. The cards were distributed in the same manner as the blotters. Gratifying results were checked up to this method of advertising. By the time White returned to Chicago, Patterson had succeeded in winning more than five hundred new customers.

In 1896 Mr. Patterson became president of the Vive Camera Co. He threw himself into his new job with a will to win and with the determination to build up a greater business for the company. He found it mighty hard sledding. The Vive Camera Co. put out a good and trustworthy camera, but few people knew about it. Dealers would not stock the article. They had no faith in it—the product was unknown—there were no calls for it. The Eastman Kodak was the big seller.

Brought Home the Bacon

Patterson's nerve was unshaken. He was still determined to sell cameras—the kind that his company manufactured. So he went to several different dealers and said to them in substance that if they would not stock his cameras until a demand was worked up, he would positively create that demand. They told him to go ahead. And he did.

Right here is where you might say that Patterson broke into advertising. Through well-directed effort in the shape of quarter-page advertisements in some of the national magazines he put his product across and made dealer and consumer alike buy it.

"And speaking of those advertisements again, let me tell you that they pulled—oh boy, they did pull!" A reminiscential smile played upon Mr. Patterson's strong features as he uttered the words. "Why, I can remember one fine morning, with a mail of over a thousand letters, that we opened four hundred of them and each one represented an order for a five-dollar camera, such as was advertised, with a five-dollar bill, check or money order attached."

When it became known that Patterson was using these magazines, it seemed that all the advertising solicitors in the country were on his trail. But he stuck to the mediums that paid him best. And all the time the business thrived and prospered.

It was not long before his marked selling ability attracted the attention of certain big men in the field of business, among whom was Mr. Condé Nast, then of *Collier's Weekly*. He offered Patterson a good position, but the young man politely refused to take it. However, he could not dismiss the offer from his mind. So, the next day he looked up Mr. Nast and told him that he would accept his offer if the position was still open.

"Yes," said Mr. Nast, "the position is still open, but how do I know that you can sell space in our publication?" Mr. Nast was merely feeling him out. "You know, of course, that this kind of a proposition is vastly different from what you have been doing."

"That's true in some respects," replied Patterson. "But I figure that if I can sell cameras, and I have sold them, as you'll admit, why—I can sell anything. There are lots of honest fellows in the poor house and lots of hustlers in jail. Just combine these two qualities; hustling and honesty, and you can't beat the combination. I possess those qualities. In addition I'm sold on your proposition and I'll make good."

Patterson was hired on the spot. He sold out his interests in the camera business and, true to form, tackled his new job on "all-fours"; full of pep, enthusiasm and optimism.

By means of painstaking and conscientious work, mixed with gray matter, personality and the will to do, he put Chance on the shelf and made good with *Collier's*. For sixteen years he stuck to his post with credit to himself and the company. During the last few years of the period Mr. Patterson held the position of vice-president and general manager.

So after twenty years in meeting and ably mastering business problems—in learning exactly what to do and what not to do, in profiting from his own activities, he grasped another round on the ladder of success, when he went into the company that now bears his name.

In Business "On His Own"

It was in 1916 that Mr. Patterson joined hands with Mr. A. P. Warner and Mr. J. H. Cattel in the formation of the Warner-Lenz Co., now known as the Warner-Patterson Co., manufacturers of the famous projectors of the two types of controlled light for automobiles, diffused and deflected, that bear the names, Warner-Lenz and Patterson-Lenz respectively.

With the same intense energy and will to win which has characterized Mr. Patterson's life, he took hold of his end of the proposition and progress has been marked and steady. New fields were prospected and developed; extensive advertising campaigns were launched and, as a result, the business has expanded; soundly and rapidly.

The position of the Warner-Lenz among projectors of diffused light, and the great publicity given it, both nationally and otherwise, have resulted in the sale of 1,500,000 units and today thirty leading makers of cars use Warner-Lenz as the standard equipment. The Warner-Lenz has been backed with $500,000 of advertising.

Thus, from the sound and practical idea of three men back in 1916, has grown the institution that is here to-day. And while Mr. Patterson has played a big part in putting the institution where it is to-day, he has always found time to ride his pet hobby—healthful outdoor sports. In his younger days Mr. Patterson was a great baseball player. In 1890, while playing professional ball with the New York State League, he was offered a berth in the majors but refused it. In 1915 he and his driver made the first non-stop automobile run between Chicago and New York, covering the distance, 1,050 miles, in thirty-five hours and forty-three minutes, with no relays or relief drivers.

Tribute to Associates

On another memorable occasion Mr. Patterson backed Ralph de Palma, that daredevil of the racing world, when the latter won the Indianapolis Speedway race. So you see, he is a real fellow, who plays big and works hard. He is of medium height and well set up. He has a springy step, keen eyes that reflect the flashes of an active brain and a high forehead that hints of chivalric ancestry. His hair is streaked with gray. He is forty-nine years old, married, and the father of three charming children.

Mr. Patterson is the kind of man who never wastes precious time dreaming of success. He has ever looked forward joyfully to new experiences in the business world; ever alert, ambitious, receptive and keen for the big things in life that follow in the wake of consistent, persistent and whole-hearted effort.

My story ends here. As is customary, the manuscript was submitted to Mr. Patterson for data corrections. What follows is by Mr. Patterson:

"The facts as outlined, as to dates,

(*Continued on page 29*)

POWER FARMING

Is Now Represented by

E. Katz Special Advertising Agency

New York Chicago Kansas City Atlanta San Francisco

Power Farming, 28 years old, member A. B. C., published monthly at St. Joseph, Michigan, reaches farmers in every section who farm with mechanical power. The average acreage farmed by Power Farming subscribers is 334, contrasted with the average for the United States of 138 acres, 1910 Census.

Of the select group of class farm papers, Power Farming stands at the top. Such an audience of Power Farming subscribers, necessarily owners of the most expensive equipment, represents a type of farmer obviously progressive, responsive and exceptionally able to buy.

Where can I sell my product in the Technical Field ?

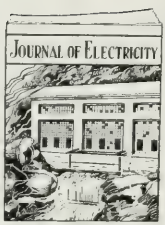
THE Editorial and "Business Promotion" departments of the 11 McGRAW-HILL engineering and industrial publications unite in compiling statistical information valuable as a base for estimating present and potential markets in their fields.

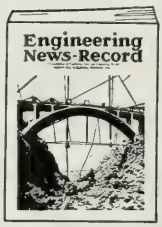
As a rule, the salability, or unsalability, of a product, considered in the light of its probable service to McGRAW-HILL readers, is sufficiently obvious.

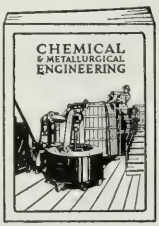
It is not necessary to show that concrete mixers can be sold to the construction men who read the *Engineering News-Record*. Or that rails should be advertised in the *Electric Railway Journal*. Or that consumers of electrical apparatus, supplies and devices can be reached through electric service companies, jobbers and dealers subscribing to *Electrical World* and

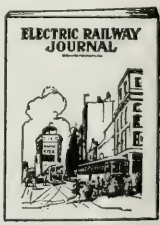












Electrical Merchandising and the *Journal of Electricity*.

But when the *Engineering News-Record*, following the election of Nov. 2nd, collected and published data gathered from all over the country showing that public approval of bond issues would release billions of dollars for construction projects in 1921, the concrete mixer man was shown a market that should be spelled with capital letters.

It means something to the maker of rails to know that *Electric Railway Journal* reaches companies operating 98 per cent of the 48,000 miles of electric railway trackage in the United States.

The electrical manufacturer is getting mighty important information when the *Electrical World* collects for him data showing that 6,291,000 of the 20,481,000 American dwellings are wired for electricity—and shows by states just where these electrically wired homes are located.

It is well enough for our *Ingenieria Internacional* to point out in general terms the existing opportunity for manufacturers of engineering and industrial equipment and material to profitably export their products to the Spanish-reading countries. But *Ingenieria Internacional* service is helping American makers of such commodities a great deal more by giving them specific data on the comparative scope and character of the markets for their special product, or class of products, in each of these countries.

And so with the service of *Engineering & Mining Journal* in the metal mining field; *Coal Age* in the coal mining field; *Chemical & Metallurgical Engineering* in its market relations with the 154 industries it serves; *Power* in its service to the buying of 25,000 large power plants; *American Machinist* in the machinery field.

McGRAW-HILL service not only affords effective media for bringing the technical product to the attention of legitimate markets, it also effectively co-operates in bringing significant market data to the attention of the technical advertiser.

McGRAW-HILL COMPANY, Inc.

Tenth Avenue at 36th Street, New York, N. Y.

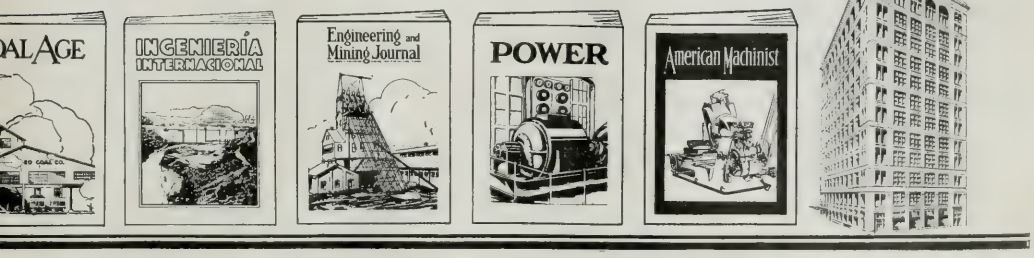
Power
Coal Age
American Machinist

Electrical World
Journal of Electricity
Electrical Merchandising

Ingenieria Internacional
Electric Railway Journal
Engineering News-Record

Engineering & Mining Journal

Chemical & Metallurgical Engineering



NEWS OF THE AGENCIES

Three Join Pencraft, Inc.

Seymour I. Mittelmark, formerly connected for five years with *Women's Wear* in the advertising department, on December 10 became associated with Pencraft, Inc., advertising, New York, in the capacity of secretary and treasurer and head of the research department.

Miss C. Claudia Moritz, formerly with the Liberty Advertising Agency, Inc., as account manager and head of the production department, is now with this agency in similar capacities. W. J. Duffield, erstwhile member of the Ethridge Association of Artists' staff, has become head of the art department of Pencraft, Inc.

New Account for Sidener-VanRiper

The Sidener-VanRiper Advertising Company, Indianapolis, is handling the account of the Indiana Manufacturing Company, owners of patents under which a number of manufacturers of farm machinery make the Grain Saver Wind Stacker. A large list of agricultural papers will be used.

No Guess Work About a Want Ad!

With **display** advertising results are sometimes difficult to measure. "Cumulative force," "future benefit," "indirect value"—these are the intangible elements that very properly enter into the appraisement of any campaign of display advertising.

With **"want"** advertising the case is different. A want ad pays or it doesn't pay—and you don't have to wait a year to find out. It has to make good right away. The returns can be checked within 24 hours after the ad appears.

On this account—because "want" advertising is the definite, positive, indisputable test of a newspaper's pulling power—it is a matter of importance to display advertisers that in Kansas City all the want advertisements appear in The Kansas City Star—as many as 6,800 in a single issue.

THE KANSAS CITY STAR

Average Net Paid Circulation during November:

MORNING	EVENING	SUNDAY
215,689	221,037	222,009

Chicago Office
1418 Century Building

New York Office
2 Rector Street

New Business for Randall in Chicago

The Chicago office of the Fred M. Randall Co. has secured the account of the Chicago Fire and Marine Insurance Company and is placing copy in daily newspapers in Chicago and vicinity. The accounts of the International Tag Company, Chicago, and of the Killen Kemical Ko., of Lansing, Mich., manufacturer of soaps, cleansers and motor accessories, have also been obtained.

H. P. Joslyn has joined the Chicago staff of this agency. Previously he was with Critchfield & Co., the William H. Rankin Co., and was advertising manager for Marshall Field & Company, wholesale.

Four New York Accounts for Chambers

The New York office of The Chambers Agency, Inc., is handling the accounts of the Weil Corset Company, the Hallmark Jewelers, Bertha May, and the New Era Manufacturing Company.

Gundlach Places Knitting Advertising

The Gundlach Advertising Agency of Chicago is now placing copy for the Chicago Knitting Mills in general magazines.

Boyd and Davidson Join Hoyt's Service

John S. Boyd, of Washington, Ind., and W. L. Davidson, of New York, have been added to the force of Hoyt's Service, Inc., New York.

Mr. Davidson, who will be in charge of the merchandising department, comes from Baltimore, where he was advertising manager of the *Maryland Farmer*. Previous to that he was in the sales promotion department of the Goodyear Tire & Rubber Company; with the Republic Rubber Company, and afterwards merchandising manager of *Pierce's Farm Weeklies* in Chicago.

Mr. Boyd will be sent to the Cleveland office of Hoyt's Service after a thorough schooling in New York. He is a graduate of Yale University; has edited a local county newspaper, and has been associated with the *Capper Farm Press*.

Brotherton-Knoble to Advertise Carburetor

The advertising account of the Simplex No-Flote Carburetor Company, Detroit, has been secured by the Brotherton-Knoble Company, Detroit.

New Account for Cramer-Krasselt

The Cramer-Krasselt Company, of Milwaukee, has been engaged to handle the advertising of the Campbell Heating Company, of Des Moines, Iowa. The campaign is to include magazine, newspaper and direct-by-mail advertising.

Liggett Estimates Sales at $41,000,000

Louis K. Liggett, chairman of the board of directors of Liggett's International, Ltd., estimates that the total sales of the company for the current year will exceed $41,000,000.

Penney Sales Make Fine Showing

J. C. Penney Company reports sales for November amounted to $4,975,545, an increase of $1,742,232 over same month last year. From January 1 to November 30 sales were $37,718,645, an increase of $12,238,869.

Selling Direct to the Consumer and Prices

One of the most recent examples of what we can expect in the world of trade is seen in the attitude of the Associated Dress Industries. In its convention in Atlantic City, says the New York *Commercial*, the members of this organization discussed a plan to throw the retailer overboard and sell their goods at retail as a means of forcing down prices. The manufacturers' attitude was prompted by retail dress trade men who talked boycott in retaliation for the garment makers' insistence that all discounts ultimately be abolished. The nubbin in the manufacturers' pronunciamento is that a system which permits discounts to be regarded as profits apart from sales expenses must be done away with for the good of the industry and for the public. This, of course, is good sense, but apart from the rebellion of the retailers the direct trading system which the manufacturers talk of putting into practice is of vast interest. Perhaps it will not be brought about, but the suggestion is indicative of the ever-changing relationships among the factors in industry and trade.

Many manufacturers are their own retailers, but it is doubtful whether the public profits to the extent to which one would suppose it was entitled. Under the vast retail system of to-day the direct manufacturer-to-consumer plan operates in comparatively few instances. It is not sufficiently extensive to be of a compelling power from a competitive standpoint.

The dress manufacturers' idea is too big to admit of its immediate adoption. It calls not only for virtual reorganization of their businesses, but creation of new agencies within the scope of each separate plant, establishment of new methods of selling and radical changes in distribution. Nevertheless, there is seen in it evidence of the reconstruction of the country's business fabric. The most successful business organizations in the country who are their own manufacturers and direct distributors distribute not only in one or two States, or in half of the country to the exclusion of the other half, but in every city, town and village between the four borders. That this method will become more extensive in practice because of the changes we are going through is self-evident. If, in its development, the people actually are benefited, why should anybody complain?

Peanut Growers Organize to Advertise

Peanut growers and dealers in North Carolina and Virginia are working on plans for the organization of the Virginia-Carolina Co-operative Peanut Exchange to facilitate the handling of raw peanuts, and also to back a national campaign to increase the consumption of peanut products.

Thus far, a total of 3,500 farmers and numerous dealers have joined the movement, and backers expect to enroll 62 per cent of the dealers and growers in the two States. The exchange is modeled along the lines of the California co-operative organizations.

J. F. Fooshe is acting as general manager with headquarters at Suffolk, Va.

Can't Use Kipling Quotations for Advertising

The use in an advertisement of four of Kipling's lines beginning, "If you can force heart, nerve, sinew," from "If," has been forbidden by an English court in an injunction granted the author, according to a London dispatch to the New York *Herald*.

The judge ruled that the use of the quotation in an advertisement of Genatosan, Limited, a medicine company, was not legitimate, as it was simply for the purpose of pushing the sale of goods. Kipling was awarded, besides the injunction, damages to the amount of forty shillings and costs, which was all he asked.

$5,000,000 for Research Work

Announcement was made at the meeting of the American Society of Mechanical Engineers by Charles F. Rand, chairman, that a fund of $5,000,000 was being raised by the Engineering Foundation to further industrial research on a nation-wide scale. The fund, Mr. Rand stated, has reached the $500,000 mark.

November Was Best Yet for Woolworth

The sales of the F. W. Woolworth Co. for November were $12,427,566, as compared with $10,990,092 last year, and were the largest of any November in the history of the company. For the eleven months sales totaled $119,395,298 as against $100,114,752 in 1919, an increase of over 19 per cent.

Frederic Iver Johnson Dies

Frederic Iver Johnson, son of the founder of Iver Johnson's Arms and Cycle Works of Fitchburg, Mass., and who succeeded his father as president of that company, died December 9 at his home in that city, of heart disease. He had recently been interested in pneumatic tire and piano player manufacturing, having left the Iver Johnson concern some years ago.

Cosmopolitan

announces the appointment

of

ELLMORE C. PATTERSON

as

ASSOCIATE BUSINESS MANAGER

Mr. Patterson has had a wide experience in mercantile and publishing fields and will devote himself largely to the Western territory.

W. S. BIRD
Eastern Advertising Manager

JAMES T. AUBREY
Western Advertising Manager

December 10, 1920

WITH THE ADVERTISERS

U. S. Tire Promotes Sales Executives

W. V. Logan, manager of pneumatic truck tire sales for the United States Tire Co., has been made manager of distributers' sales. C. K. Whidden, manager of solid truck tire sales, has been advanced to general charge of truck tire merchandising.

Standard Parts Sales Manager Resigns

B. A. Quayle, sales manager of the Standard Parts Co., and for eighteen years with that organization, has resigned to become vice-president and director of the American Welding & Manufacturing Co., Warren, O.

Willys-Overland Headquarters in New York

The executive offices of the Willys-Overland Company have been moved from Toledo to New York, where Executive Vice-president Walter P. Chrysler now has his headquarters.

Clarence A. Earl, for the past five years vice-president of the company and in charge of the Toledo end of the business, has resigned.

Liberty Motor Appoints Sales Executive

L. Logie, formerly general sales manager of the Chalmers-Maxwell companies for Canada, and more recently associated with the tractor business in Toronto, has just been appointed district supervisor of Canada for the Liberty Motor Company of Detroit.

E. G. Soward, former general sales manager for the Jeffrey Motor Truck Company, has been appointed special district supervisor over the West Central States for the Liberty.

Resigns as Sales Director

A. C. Einstein, due to poor health, has resigned as sales director of the Manophone Corporation, Adrian, Mich., phonograph manufacturers.

New Koehler Truck Sales Manager

Samuel C. Harvey, formerly sales manager of the Indiana Motor Truck Co., has been appointed general sales manager of the H. J. Koehler Motors Corporation, Bloomfield, N. J.

Heads New York Federal Truck Sales

Harry O. Roosen, until recently with the New York branch of the Goodyear Tire & Rubber Co., has been appointed sales manager of the New York branch of the Federal Motor Truck Co.

J. C. Weston Heads Ajax Rubber

J. C. Weston, formerly vice-president of the Ajax Rubber Company, Inc., has been elected president of that company to succeed Horace Delisser.

J. E. Bryan Leaves Superior Underwear Company

James E. Bryan, who has been identified for the past nine years as sales and advertising manager of the Superior Underwear Company, Piqua, O., has tendered his resignation to take effect December 31, 1920.

Mr. Bryan will assume active management of the Champion Cutter & Fixture Company, which company he organized two years ago, and the Champion Foundry Company, recently organized by him.

Liggett & Myers to Develop Chinese Trade

The Liggett & Myers Tobacco Co., according to the Shanghai *Press*, will open offices in Hongkong and Shanghai, China, shortly. The company's decision to enter the Chinese market in an extensive manner is said to be the outcome of a four-years' survey in the Far East.

Davidson Directs Drum Sales

Arthur Davidson, recently with the Sinclair Oil Company, Chicago, has been made sales manager of Ludwig & Ludwig, manufacturers of drums in that city.

United Cigar Sales Keep Gaining

Sales of United Cigar Stores Company in November were $6,743,702, an increase of $874,625 or 14.9 per cent over November last year. Sales for the eleven months were $70,928,689, an increase of $16,455,422 or 30.2 per cent.



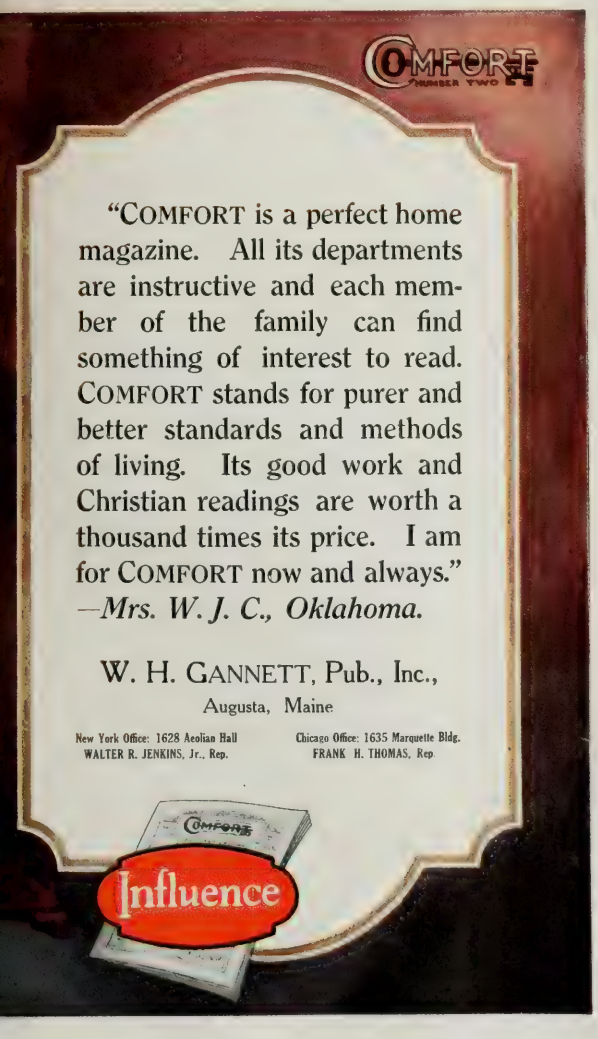
Why the Farmer Laughs

(*Continued from page 8*)

ability, to a greater or lesser extent, is possessed by all farmers who raise livestock. Even the farm boys and girls—in these days of calf and pig clubs—are being trained to judge livestock.

If the reader from this brief description is able to gain some insight into the fine points of livestock breeding, if he can understand that each mark, line and curve of an animal's body has its own deep significance, then that reader will realize that the picturing of an animal in an advertisement is a matter for serious consideration. If a single breed is selected, then every animal in the picture must present an appearance that will command, because of its truthfulness, the respect of the friends of that breed and of kindred breeds. In an advertisement for dairy farmers, the picture of a cow may be that of a Jersey or a Guernsey and, in these days of friendship between the breeds, meet with the approval of the friends of all dairy breeds. But if the cow is a "scrub," she is not only hated by all breeders of dairy cattle, but by every person having the welfare of animal breeding at heart.

Thus far we have discussed only the perils that beset the path of the advertiser seeking "farm atmosphere" through the use of illustrations of farm scenes. Let us now turn our attention to the task of the copywriter whose purpose is to present the selling talk in language both farmer-like and convincing. There are certain words and phrases used by farmers and breeders in all parts of the country and other words and phrases of strictly local use. Mention can here be made of only a few of the words in general use, as it would require an extensive volume to list the thousands of colloquial expressions of purely local character.



WHERE THE COPYWRITER STUMBLES

The reader may have noted the appearance of the word "purebred" in several of the preceding paragraphs. This is the correct—and only—word to use in speaking of any animal that many copywriters and the world-at-large call "full-blooded," "blue-blooded," "pure-blooded" and "thoroughbred." The first three of these word combinations are the products of the city man's imagination. The last word, "thoroughbred," when applied, for example, to a breed of sheep, is a source of keen amusement to the farmer. The word "Thoroughbred" (used correctly only as a noun) is the name of that family of horses bred and trained to drive under the saddle. He is the running horse whose breeding began as the sport of English kings three centuries ago, the original sires having come from Arabia. Therefore, to a farmer an expression such as a "thoroughbred Merino" or a "thoroughbred Jersey" suggests nothing less than a ghastly misalliance.

Only recently a page advertisement appeared in a score of farm papers in which the word "it" was used in every instance where a cow was mentioned. "She" is the word to use. The father of an animal is his "sire" and the mother his "dam." Each breed has in its nomenclature certain words that indicate a young female as distinguished from one that has given birth to young. There are also certain words to distinguish those animals that from custom and commercial necessity are castrated. "Steer" and "gelding" are the most common words of this type.

In I Sam. vi. 7 we find the sentence: "Take two milch kine, on

which there hath come no yoke." Present-day authors and uninformed writers of farm paper copy believe in sticking to Scripture in spelling the word "milch" as applied to a cow that, following the birth of her calf, yields a copious supply of milk. As the German word for milk is spelled in this manner, writers and editors in the farm paper field took a sudden dislike to the word about three years ago. It is now "milk cow," and this expression has been formally endorsed by the Department of Agriculture.

TRY IT ON UNCLE EZRA

There are literally hundreds of words and expressions in the farmer's vocabulary that have their distinct use in describing a certain farming operation, soil condition or method of crop-securing. Failure to use the right word in exactly the right place is fatal to any effort to talk convincingly to the farmer in his own language. No city-bred copywriter can ever hope to talk this language with entire success. The man who gets the right swing to his copy is the man who has actually handled a plow and toiled long hours in a field under a broiling sun.

Before any manufacturer decides to enter the farm-market with his product he should make sure that the persons responsible for his advertising are fully capable of handling a farm-paper campaign. Then, in order to make doubly sure, let him put a set of final proofs in his bag and make that long-promised visit to Uncle Ezra and Aunt Eliza. Let him show the proofs to his relatives and ask them their opinion. If they seem pleased and interested in the advertisements then he may return to his office with a certain knowledge that the campaign will be a success. If they say that the advertisements somehow "just don't seem natural," then he had better stay with his relatives until he has learned where the fault lies. Anyway, the trip will be good for his nerves and stomach and will be the means of convincing him that the task of selling the farmer requires a lot more skill and knowledge than he thought was necessary the week before.

Largest In Its History



is THE BOYS' WORLD 1920 advertising record, exceeding impressively the previous record year of 1919. Established in 1902, during all of these eighteen years THE BOYS' WORLD has developed and grown until today its paid weekly subscribers number over 400,000 boys.

Just as the advertising importance of the boy-field is being more appreciated so is THE BOYS' WORLD, as an effective medium to cover that field, being recognized substantially by more advertisers.

THE BOYS' WORLD

David C. Cook Publishing Co., Elgin, Ill.

WESLEY E. FARMILOE, Advertising Manager

Edward P. Boyce, 95 Madison Ave., New York
Chas. H. Shattuck, People's Gas Building, Chicago
Sam Dennis, Globe-Democrat Building, St Louis

COOK'S WEEKLY TRIO: A MILLION BOYS AND GIRLS

THE BOYS' WORLD THE GIRLS' COMPANION YOUNG PEOPLE'S WEEKLY

George E. Keith, "Walkover" Shoe President, Dead

George Eldon Keith, president of the George E. Keith Shoe Company, Brockton, Mass., manufacturer of Walkover shoes, died on December 9. He was president of the Brockton National Bank and a director of the Old Colony Trust Company of Boston and of the United Shoe Machinery Company. He established the firm which bears his name in 1874.

Carson Pirie Scott & Co. Advises Retailers

The advertising department of Carson Pirie Scott & Company, wholesale, Chicago, has prepared a small card for retail merchants with suggestions for meeting present-day conditions. The suggestions are:

Now is the time to give your customers spectacular values.

Give them the kind of values you are getting.

It will pay you to cut deep on certain goods.

It will cost you dearly to advertise flat discounts on everything in the store.

Don't do it.

But you must put punch in your displays and advertising.

No "pale" attempt will turn the trick.

You need merchandising with "fire" in it.

Stand up—dress up—Clean Up.

CARSON PIRIE SCOTT & CO.

"Cracker Jack" Manufacturer Appeals Verdict in Patent Suit

Notice has been given by Rueckheim Bros. & Eckstein, of Chicago, manufacturers of Cracker Jack, Angelus marshmallows and other confections, of their having filed an appeal from the decree rendered against them by Judge Orr of the United States District Court of Pittsburgh in their suit against the D. L. Clark Company.

Violation of patent rights was charged by Rueckheim Bros. & Eckstein, citing the alleged use by the Clark Company of a wax-sealed protective package similar to that covered by a patent granted to Henry G. Eckstein in 1908.

WHAT THE PUBLISHERS ARE DOING

The Kansas City "Kansan" Starts February 1

The first issue of the Kansas City *Kansan*, Senator Arthur Capper's new daily to be published in Kansas City, Kansas, will appear about February first. Charles Sessions, now managing editor of the Topeka *Daily Capital*, Topeka, Kansas, will act in the same capacity on the new paper and W. A. Bailey of Kansas City, Kansas, will be its business manager.

Chicago "Tribune" Lowers Sunday Price

The price of the Chicago *Sunday Tribune* has been reduced, effective December 5, from 15 cents to 10 cents a copy in the territory outside of the third zone from Chicago.

The *Tribune* gives as its reason for the reduction the fact that it is now in its new home and with new equipment is in better position to supply the demand for papers. It was found impossible to do so several months ago, and the price was advanced in order to cut down sales.

National Gravure Circuit Adds Three New Sections

New rotogravure sections recently added by the Dayton *Journal*, Halifax *Leader* and Wichita *Beacon* have joined the National Gravure Circuit's list of graphic newspapers for advertising representation in the national field.

Boston "Record" Back to One Cent

The Boston *Evening Record* on December 13 reduced its price from two cents to one cent. The paper has also reduced the size of its pages, but has increased their number.

"Underwriters Review" Appoints Representative

Philip J. Syms, 150 Nassau street, New York, has been appointed eastern representative of *The Underwriters Review* of Des Moines, Ia. He will travel the territory east of Pittsburgh.

"Delineator" and "Designer" to Change Size

Beginning with the January issues, the Butterick Publishing Co. will change the size of *The Delineator* and *The Designer* to the size of *The Saturday Evening Post*.

Aviation Journals Merged

The *Aircraft Journal* has been merged with *Aviation and Aeronautical Engineering*.

New York Newspapers Suffer Fire

A fire of unknown origin, on December 10, did great damage to 500 tons of newsprint paper stored in a building at 29-33 City Hall place, New York, which was used as a warehouse by the *Evening Mail* and studio of the *Illustrated News*. Photographic apparatus worth $25,000 was moved to safety.

Alumni Magazines Combine to Get National Advertising

To develop national advertising in college alumni magazines, the Alumni Magazines Associated held a national meeting in New York City recently. The magazines claim a guaranteed circulation of more than 150,000, and are making contracts on the basis of $5 per page per thousand circulation. It is reported that contracts with seven national advertisers have been signed.

Gardner Cowles' Son Joins His Dad's Dailies

John Cowles, son of Gardner Cowles, publisher of the Des Moines *Register and Tribune*, has joined the editorial staff of those newspapers, devoting his attention to commercial news. Mr. Cowles is a member of the 1921 class at Harvard and was just recently nominated as Ivy orator by his fellow class members.

J. H. Casey, Advertising Manager, "Japan Advertiser"

J. H. Casey, son of the publisher of the Knoxville, Ia., *Express*, one of the leading weeklies of the State, has left for Tokio, Japan, where he will become advertising manager of the *Japan Advertiser*. Mr. Casey is a graduate of the Columbia University School of Journalism.

The International Magazine Company

announces
the appointment of

A. C. G. HAMMESFAHR

to its

EXECUTIVE BOARD

Cosmopolitan
Good Housekeeping
Hearst's
Harper's Bazar
Motor
Motor Boating

December 10, 1920

When Will the Buyer Resume Buying?

When Business Convinces the Public of Its Good Faith and Its Ability to Offer Good Goods at Good Prices

By ROGER H. WILLIAMS
Vice-President, National Bank of Commerce

WHEN buying will again resume its regular course and how it can be stimulated to do so constitute the most serious question before business today. As long as the recession in buying represented lessened extravagance, and served to take the edge off price speculation and to relieve the strain on credit, it was a salutary business movement—a desirable corrective. But when it swings so far as to paralyze legitimate business and disorganize the orderly flow of trade it becomes an adverse factor, in itself calling for correction.

WHERE THE ANSWER IS

The condition of credit resources, the course of prices and the causes of speculation are fairly tangible matters. We can talk of credit inflation, deflation and liquidity in terms of official banking statistics; we can make mathematical charts and diagrams of price movements; we can define fairly accurately the economic conditions which, combined with the human sporting instinct, produce an era of general speculation. We can gauge fairly well the course these things will run. But under conditions that exist at present who can answer the question: "When will the public resume buying?"

The answer to that may be found in mass psychology. It may be found in the degree of durability still left in the old clothes and the old shoes that the men, women and children of the country have brought forth to help them resist the high cost of living. It may be found in an inquiry as to whether the women or the men really control the family pursestrings of the country. It may be found also in an investigation of American temperament—as to whether the one hundred and five million people in this country have suddenly become uniformly thrifty and from now on will continue to consume less of the abundance of the land than heretofore, or whether they are merely in a temporary state of blind staggers as a violent reaction against $100 suits, $20 shoes and $10 shirts.

The answer as to when the public will again begin to buy and merchandise will resume a normal movement may be found in any or all of the foregoing aspects of human behavior, but these aspects cannot be reduced to definite data, so that the question of when the public will resume buying must remain the great uncertain element in our present business outlook.

This recession in public buying came as the inevitable aftermath to a thoroughly abnormal post-war business and industrial situation. We came out of the war with widespread shortages in many lines of goods and these shortages were made worse by the era of unbridled public spending which ensued for a time, almost regardless of price. This in turn produced an era of artificial business activity which led many business men astray. Production was expanded and commitments were made on the theory that the era of spending would continue throughout this year.

WHAT IS NEEDED NOW IS STIMULUS

Then came the turn. All thoughtful business men knew that a reaction in buying must come, but it was a serious misfortune that so many misjudged the time and extent. Not only did it come sooner than anticipated, not only did people act more universally in abstaining from purchasing than it was thought they would, but also the period of fasting and prayer has lasted much longer than expected, and, it is feared, may continue to last longer than the best interests of business demand. It was good for business when it started, for extravagance is always unsound, whether practiced by an individual or by a nation; and business was dependent too much on continued extravagance. But granting business needed correcting does not mean it deserved punishment. Business is doing its part. Banking is doing its part. And the public has done more than its part—we have not now even a normal rate of buying on the public's part. I believe it is fair to say that what is needed now is a stimulus to buying by the public.

The stimulation of buying so that it will proceed again in a normal volume is the great business need of the hour. Just because it is impossible to reduce the psychology of the public sentiment in the matter to definite figures is no reason why we should hold ourselves helpless. There is a remedy for all things. During the war we counseled together and were able to guide the public's attitude toward buying by preaching the doctrine of temperance in consumption and thrift in purchases so as not to divert industrial energy from military requirements. Thrift was preached as a civic duty—as a matter of universal public welfare and it was widely practiced. It is no time to preach thriftlessness now, but it is a time to place emphasis on the need for sanity in buying. It is not thrifty to stop buying altogether any more than it is thrifty to consume all of our current production without consideration of the future. Over-consumption produces shortages; but under-consumption also produces un-

Break the Buyers' Strike!

IN this article, which represents a part of an extremely important message to American business men delivered at a meeting of the Converters' Association at the Biltmore Hotel in New York on December 15, Roger H. Williams, vice-president of the National Bank of Commerce, not only sounds a vital warning on the dangers of a longer continuation of the "buyers' strike" but points out definite measures that business men may—must—take to break that strike.

"The stimulation of buying so that it will proceed again in a normal volume is the great business need of the hour," he says.

Following the course of that logic leads inevitably to the conclusion that advertising, the most direct and most effective stimulator of business known—advertising in increased force and volume—is "the great business need of the hour." And "education of the public" is the *sine qua non* of Mr. Williams' program.



BY WHAT grace is a whimsy of fashion transformed into an accepted mode?

Simply its acceptance by a few women of social position who establish the standards and styles of their entire community.

The same women, in fact, who, reading your advertisement in Harper's Bazar, will turn the favor of their entire circle toward your product.



California Fruit Growers

The best way to state our judgment as to the way to meet the present business conditions is to say that we have increased our advertising appropriation about 30 per cent over last year. We believe that every advertiser should have a sinking fund or an emergency fund laid away for use when business is dull, and that if organizations have been wise enough to follow this policy this is the time to use such money for advertising. In times of prosperity advertising brings an unusual opportunity, while in times of business depression advertising is a necessity.

Yours very truly,
Don Francisco,
Advertising Manager.

Steger & Sons

IT is the duty of manufacturers and merchants to redouble their efforts in sales-production by means of intensified consumer advertising during this period of readjustment. It has been said that the public likes to go from one extreme to another, but it would be dangerous for leaders of industry to do likewise.

Well-planned advertising is conservative and continuous. Some business men believe in "splurging" when conditions are highly prosperous and in stopping all advertising when times become rather critical. Publicity that is constructive and consistently maintained throughout good times and bad is certain to prove most profitable in the long run.

When the buying demand of the public slows up, it is imperative that the manufacturer and merchant should put on the accelerator in going after sales, by making use of intensified consumer advertising. The Steger Institution intends to drive all the harder, from the standpoint of advertising and salesmanship, in campaigning for sales of Steger Pianos, Player Pianos and Phonographs.

C. G. Steger,
President.

Kahn Tailoring Co.

We are certainly in sympathy with your efforts to keep up the advertising campaign and do everything possible to make the consumer buy. Our campaign goes on undisturbed, and in addition to this we have enlarged our selling organization.

In connection with our efforts and in order to "kill" the idea that eventually prices are going to reach the pre-war basis, we are sending out circular matter which we believe calls the attention of the consumer to certain facts which make it plain that it will be impossible to drop prices to the old low level.

M. C. Furscott,
Secretary.

due stagnation and artificial deficiencies that must be met in the future. It is not thrifty, nor is it good public economy, to buy so much at one period that demand runs away from supply, and at the next period to buy so little that the mills stop running. That is a wasteful way of doing business. It means extravagant production costs and waste of materials in the boom period and in the period of depression it means deterioration of goods not consumed. In both periods, therefore, it means great waste of human endeavor—and in the last analysis the public pays the bill.

Dangers of Recession

There are a number of more direct and obvious ways in which this restraint of buying is inflicting injury. A steady demand and a steady supply creating stable prices is to the best interest of the public. For instance, as a result of so violent a recession in buying, we have had widespread cancellation of orders and supplies have been thrown back upon the producers. We may assume that business men are a large part of the public, and anything that is injurious to the best interests of the business man is an injury to the public. Also that the conduct of business is a necessary service to the public and any movement which disrupts business hampers this public service.

But the direct personal injury to the public does not stop here. With goods flooding back on their hands, producers and distributors have had to make abrupt curtailments of their activities, resulting in unemployment and in many directions in drastic wage cuts. Thus we see the damage to public interest widen in its scope. Not only are manufacturers and distributors injured, but misfortune visits the working class with its resultant discontent and unsettlement.

But the ill effects of the movement do not stop even here. A recession in buying carried too far, and producing too great a stagnation in production and distribution, may result in a secondary era of shortages and a rebound in prices without an increase in real wages to meet it. The result would be that the pressure of the high cost of living on family economy, instead of following the course of amelioration that has set in, would again become onerous.

Is there not a great threat in the present situation of such unfortunate results as these? Is not the recession in public buying forcing industry into too great a curtailment of production? Will not, in other words, the public pay a greater price for its false economy than if it maintained a more temperate attitude, both as to buying in flush times and as to abstention from buying in a time such as the present? Is it not true that any economic force which develops sufficient intensity to injure a considerable part of the public works injury in ultimate effect to the body politic as a whole? All must pay a part of the price.

Public Responsibility

To my mind there is no greater service that can be rendered today to business and to the public than to re-

Lexington Motor Co.

IT is our policy to advertise consistently in both the lean years and the fat years, and we are holding to this policy in the present curtailment, although many of our competitors have dropped out of the national magazines.

It is our feeling that consistent expenditure is better than the same amount of money spent in a splurge of short duration. We are certain that no product can succeed in a large way unless it is consistently advertised.

Emery Huston,
Vice-President.

Vanity Fair Silk Mills

WE believe in the importance of continued consumer advertising at the present time. While we are not increasing our national magazine and newspaper campaign, we are putting forth efforts in many directions to help move goods from our dealers' shelves. Our product happens to be especially suited for holiday buying, so we are taking advantage of this fact by urging our dealers to advertise the fact in their newspaper copy. Special cuts have been prepared for this purpose.

We are also giving sales girls talking points to promote the desirability of consumer buying now.

William B. Powell,
Sales Promotion Dept.

J. W. & A. P. Howard Company

IN the shoe line we feel that the turn is very near, and that even now the retailers are extremely short of sizes of shoes which are most in demand. The reports the writer has gotten from shoe retailers with whom he has talked have been that their business last month was much better than a year ago at the same time.

J. J. Desmond,
President.

establish a normal volume of buying. And to do this, it seems to me, business and the public must come to an understanding.

The interests of business are not different from the interests of the public. It is a truism to remark that it is through the processes of business, either directly or indirectly, that most of the so-called good things of life are accumulated which we all share or try to. Unless business is being done, unless there is a fair distribution of activity there can be no prosperity to divide, either between employer or employe, business man or consumer, whatever his line of activity. In other words, we can't hurt the other fellow very long without hurting ourselves.

So much for the responsibility of the public in the present situation. We are all a part of the public and must bear our part of such responsibility. But as business men we must not be blind to the fact that the real initial remedy lies with business itself; lies, in other words, with the chief sufferer in the present misfortune. What will help to restore this normal scale of buying which we all recognize as necessary to keep the streams of trade flowing? Well, for one thing, dispelling the feeling of distrust prevalent in the minds of purchasers that some business men are still demanding too much for their wares. This distrust in some cases amounts almost to resentment that business is not keeping good faith with its public.

BUSINESS MAN MUST BE SPORTSMAN

A good deal of an argument can be put up for passing on the losses of a declining market to the ultimate consumer, so long as he keeps buying, since this spreads the loss most thinly and widely. But when the ultimate consumer revolts and stops buying the wise merchant in such case will meet the market and lower his price levels. This is not only sound business but good sporting spirit which the American public likes to honor.

The public knows that many business men made excessive profits in the era of extravagant public buying by being able to unload accumulated stocks bought at low prices. Is it too much to say that it was the duty of such business men to exercise foresight and accumulate surpluses to absorb losses incident to a period of dropping prices? If the full toll of high prices was exacted on goods luckily bought, or cheaply produced, is it not fair play that out of those unearned profits should be assumed some of the loss from low prices on goods bought at higher levels? When the public becomes convinced that business is giving it the advantage of falling prices, just as readily as it took advantage of rising prices, public confidence will be reassured and buying stimulated.

Again it is a part of the education which business owes to the public to demonstrate that goods are being produced at the least possible cost compatible with the prices of materials and labor. Business owes it to the public to be efficient and to give it the benefit of that efficiency. The public is inclined to distrust that business has become too used to excessive profits and is, therefore, not willing to pass along products on a reasonable margin of profit. I am presenting the public's view in this respect and am not expressing my own thought. I do not believe that business is exacting exorbitant profits, but at the same time it is my feeling that the public is not yet convinced of this view. There has been some damage done to the progress of readjustment by highly advertised reduced price sales in which prices were not sincerely reduced.

MUST NOT ALARM WORKER

I have only hinted at one or two suggestions for meeting the present situation. There is one more important thing that occurs to me and that is that growing unemployment and lowered wages have created a fear on the part of many that their buying power is going to be drastically reduced. They are struggling to get along with their old belongings rather than to buy new ones, apprehensive that later on they will need every cent they can save in order to make sure of obtaining life's necessaries. It will very materially aid the orderly readjustment now under way if business sees to it that a reasonable relation is maintained between the reduction in the buying power of the wage group and the reduction in the high cost of living.

There is a serious word of warning I should like to say in closing. We hear in some directions business men saying that labor had its swing while prices were high and labor was scarce and that now the turn of the employer is coming and they intend to take full revenge. This may be human nature, but it is a most sinister aspect of it. Revenge is rarely profitable and at this time such an attitude would be little less than a public calamity. It serves to alarm the working class and to curtail its buying far beyond what is necessary. It serves to reduce working morale and to cause antagonism between sections of the business community which may differ in the part they play in our business life, but do not differ in common welfare.

Horace E. Dodge, Founder of Dodge Car, Dead

Horace E. Dodge, millionaire automobile manufacturer of Detroit, died at his Winter home in Palm Beach, Florida, December 10, after an illness of almost a year. Mr. Dodge suffered an attack of influenza at the time his elder brother, John Dodge, died in New York last January, and had never fully recovered from the effects. He was fifty-two years old.

The Dodge brothers made a fortune estimated at more than $50,000,000 in less than twenty years. They first began manufacturing small parts for automobiles in a factory employing only eleven men. Eighteen years ago Henry Ford made an agreement with the brothers whereby they were to take charge of the engine building in the Henry Ford plant. That interest cost them approximately $5,000. In July, 1919, they sold out to Mr. Ford for $12,500,000.

In 1912 the Dodge brothers decided to go into business for themselves. The Dodge car met with rapid success and to-day the Dodge Motor Company employs 18,000 persons.

Newton MacMillan, Newspaper Man, Dead

Newton MacMillan, newspaper man, who retired from active work ten years ago on account of ill health, died in New York December 8, at the age of sixty-six. Early in his newspaper work he was with the Laffan News Bureau of New York, the Chicago *Evening Post* and Chicago *Sunday Tribune*, and accompanied A. G. Spalding and his baseball team on their foreign tour. He came to New York again in 1900 and spent the succeeding ten years on the *Sunday Herald* and as editorial writer for the *Morning Telegraph*, except for two years at Oswego, where he founded and edited *The Pathfinder*, a weekly.

Colonel Harry E. Converse Dies

Col. Harry E. Converse, president of the Boston Rubber Shoe Co., and a director of the United States Rubber Co., of which the first-named concern is a subsidiary, died at his home in New Bedford, Mass., December 8, of heart failure and complications. He was fifty-seven years old.

United Candy Stores Doing $3,000,000 Business

The United Retail Candy Stores, Inc., since May 8 last has opened nine stores in New York, one in Philadelphia and one in Newark, and is doing in these eleven stores a business of over $3,000,000 a year, according to a statement by acting president H. S. Collins. The company has under construction nine more stores and hopes to have at least six of these open in time to take advantage of the holiday trade. This will make twenty-one stores

Benjamin Holt, Tractor Inventor, Dead

Benjamin Holt, inventor of the caterpillar tread used for tractors, and also on tanks in the war, died recently at a hospital in Stockton, Cal., in his seventy-first year.

Charles B. Ames, Publisher, Dead

Charles B. Ames, vice-president of *Motor Life*, died on December 9 at his residence in Metuchen, N. J., aged 55. He was formerly publisher of *The Horseless Age*, and business manager of *Motor and Motor Boating*.

Who Is the Mail Order Buyer?

How a Company Whose Logical Prospects Were Not Mail Order Buyers Converted Those Prospects

By KENNEDY LEGLER
General Manager, Burke Mfg. Company

HOUNDING the mail order buyer and trying to force your product on him is sometimes an almost impossible job. Much easier is it to work out some plan which will convert your logical prospects into mail order buyers.

Last January, when the writer joined this company, it was facing an acute selling problem. Here was an organization operating on a limited capital, equipped and ready to manufacture a product in substantial quantities, but with no feasible way to secure orders, that is, orders where the selling cost would be low enough to make them profitable.

The product manufactured would come in the category of a specialty. It is known as the Rotastrop—an automatic safety razor blade sharpener which retails at $5.00. Needless to say, it is highly valuable to the self-shaver, and possesses several exclusive advantages. Its merit is unquestionable.

An examination of the advertising records revealed the following facts: Ninety-five per cent. of the advertising appropriation (a comparatively small amount in dollars and cents) was spent in American magazines, while five per cent. was spent in foreign journals. Imagine the writer's surprise on learning that fifty per cent. of the total volume of business was foreign.

An analysis of the situation disclosed the reason for this apparent inconsistency. In foreign countries, one jobber would be granted the exclusive sales rights for his country, provided he would agree to purchase periodically a specified number of Rotastrops. Because of this fact he would push the sale of our product. In other words, we were securing dealer distribution in foreign countries through the *efforts of the jobber*. We were unable, of course, to follow this plan in the United States. There was only one sales door open to us—the mail.

Now, even a superficial survey of the mail order field brings to light the fact that the great majority of mail order buyers reside in the country, small towns, and rural communities. Further investigation shows that the sale of safety razors (especially the higher grade makes) in this field is not such as to cause safety razor manufacturers to become enthusiastic. While unquestionably many safety razors are in use, the majority of them are of obscure makes, retailing as low as twenty-five cents. Many premium safety razors are also used by this class.

Advertising in the mail order journals brought a deluge of inquiries, which resulted in very few sales. While the inquirer readily saw the advantage of using the Rotastrop, the price was prohibitive. To endeavor to extract $5.00 from a man using a fifty-nine-cent or premium razor, for a device to sharpen that razor, seems preposterous, to say the least, even though that device eliminates the purchasing of new blades. And to the mail order class the saving appeal is paramount. In this regard, it is well to remember that a fifty-cent purchase of safety blades will sometimes last for months.

On the other hand, to force the average dealer-buying individual to sit down and write an inquiry, then in answer to our follow-up order a machine, requires stronger advertising than most advertisers are able to write. A trial along this line soon convinced us that we were on the wrong track. Various pieces of copy were tested in order to make sure that the mistake was in the plan rather than the advertisements.

Here, indeed, was a dilemma. With both the mail order and the non-mail order buyers closed to us, and insufficient capital to secure even territorial dealer distribution, the outlook was black. Experience, however, had taught us that the logical buyer for the Rotastrop was the self-shaver of that mighty army that goes to make up what is known as the "Better Middle Class." There was our market! How were we to reach it?

The solution dawned! Past records proved that if we could induce these men to use the Rotastrop for one week, they would never be without it. And thereon hinged our entire plan.

"Send no money" became the keynote of the new campaign. In place of the twenty-one-line canvassing advertisements, which tickled the curiosity in order to bring forth an inquiry, full-column space was used. This space was solidly set in mail order style, the copy expounding the virtues of the Rotastrop and the advantages obtained through its use. After exploiting all the felicities of ownership, we offered to send the Rotastrop direct to the prospect for trial.

"The Rotastrop must sell itself" became our slogan. It must make good our every claim before the prospect paid one cent. The copy was such that any reader would agree that if the Rotastrop did all we claimed for it, it would easily be worth $5.00, the price asked. Following this strong copy was our offer. We would gladly send the machine direct to the prospect's home for five days' free trial in order that he might have an opportunity to test our claims and prove them. In this we were even going one better than the dealer. If the Rotastrop was all that we claimed for it, he would need it; if not, he paid nothing for the trial. In either event, he could not lose.

The copy made extravagant claims but the machine proved them. A coupon was appended to each advertisement making it easy for prospects to order. And they did order.

While the plan has barely passed beyond the test stage, results indicate that our sales problem has been solved—*and on a mail order basis.* Not by hounding the mail order buyer, but by evolving a plan that would convert our logical prospects into mail order buyers.

Robert T. Walsh With Apex Motor

Robert T. Walsh has been appointed assistant sales manager and advertising manager of the Apex Motor Corporation, Ypsilanti, Mich., manufacturers of the Ace cars. Mr. Walsh once was chief assistant advertising manager of the Ford Motor Company, Detroit, and also was advertising manager of the Maxwell Motor Company and the Briscoe Motor Car Company.

His Morning Mail Brought 400 Checks

(*Continued from page* 14)

names, etc., are correct. What you have written about me personally is extreme to a degree bordering on flattery.

"I cannot allow this story to end, however, without adding a few words in tribute to the fellows who have worked with me during the years that are a part of this article. No man can succeed who does not surround himself with competent and loyal co-helpers. This I have always tried to do and any success that I may have attained is due principally to the men who have been patient with, and loyal to, me. With few exceptions, each one of them is holding a responsible position of trust and is pointed toward captaincies of industry. More power to them!

"And now a word about the part that advertising has played in my business career. The Vive Camera Co. started off using small space in the magazines.

"Then *Collier's* came into my life and I changed seats with the buyer and became seller of advertising. My biggest asset was the fact that I had spent my own money successfully and I was in a position to advise others to do likewise. And I could tell why. During sixteen years of my activities with *Collier's*, I never knew of an advertiser failing if he had an article of merit, properly merchandized and with nerve enough to exploit it in the printed page.

A. N. P. A. Bureau Makes Market Survey for Ginger Ale

The Bureau of Advertising of the American Newspaper Publishers Association has just completed a survey of the market for ginger ale. It was made by means of questionnaires sent out this Fall to newspapers in every State of the Union. Some of the questions asked were: Has there been any material increase in the consumption of soft drinks in your city during the past year? If so, what per cent? Have the sales of ginger ale increased more than any other soft drinks? If so, what per cent? What new brands of ginger ale have appeared in your market in the past year? What ginger ales have the largest volume of sales in your city? Name in order of sales. Which pays the grocer the largest profit? What is the popular retail price per bottle and per case for good ginger ale? What ginger ales are most widely advertised in your city? And how.

Fisk Tire Sales Are Lower

President H. T. Dunn, of the Fisk Rubber Co., has announced that the sales of the company for the twelve months ending December 31 will be approximately $42,000,000 net, compared with $43,600,000 in 1919, the biggest year in the history of the company.

Retail Grocers Advertise to Combat Chain Stores

The Retail Grocers' Association of New Orleans is engaged in an advertising campaign designed to impress the consumer with the advisability of patronizing the independent retail grocers of the city in preference to the chain stores. The point that money spent with local independent stores remains in New Orleans and helps build the community is stressed.

Jeweler Uses Four "Roto" Pages—Consistent Advertising Wins

Four pages used in the rotogravure section of the Buffalo *Courier* last Sunday by Levy's, of Buffalo and Rochester, is said to be the largest single advertisement of a jewelry store.

Starting to advertise in newspapers twelve years ago with a space limit of about eight inches, Sol Levy, head of the firm, has built up an enviable business. Advertising consistently, fifty-two weeks in every year, he gradually increased his investment to half pages and full pages.

"Black Cat Magazine" in Receiver's Hands

William Clark has been appointed receiver for the Black Cat Magazine, Inc., New York, by Judge Knox. It is stated that liabilities are about $13,000.

Montgomery, Ward Sales for Eleven Months

The sales of Montgomery, Ward & Company for the eleven months ending November 30, 1920, were $102,295,244, as compared with $94,065,344 for the same period last year, an increase of 8.75 per cent.



GRANT COUNTY COURT HOUSE, MARION

"Star" Lights on Indiana— Shining on Prosperous Marion

Marion, a prosperous manufacturing city of some 24,000 people, with a total of eighty-seven industries, furnishing an annual pay roll of $11,600,000.00 to its busy workers, is situated seventy-two miles from Indianapolis on the line of four big railroads and in the center of a rich farming country.

Marion has two excellent newspapers, yet despite that fact 438 daily and 690 Sunday copies of The Star are read in Marion proper, while 624 daily and 944 Sunday copies of The Star are read in Grant county, of which Marion is the county seat.

It is the progressive, forward-looking people who buy Indiana's metropolitan daily in Marion, as in all Indiana cities. Data gathered from twenty-eight cities in a seventy-five mile radius of Indianapolis shows that one out of every five business and professional men reads

The Indianapolis Star

Largest Morning and Sunday Circulation in Indiana.

Eastern Representative: Kelly-Smith Co., Marbridge Bldg., New York
Western Representative: John Glass, Peoples Gas Bldg., Chicago

ONE OF THE SHAFFER GROUP OF NEWSPAPERS

Some of the Condiments That Put Kick in "The Home Brew"



Can You Identify Them?

The scene is from Part 1 of the program of the extravaganza that the Advertising Club of New York perpetrated on the evening of December 10. It is unique in the history of photography in that it is the first time that a "cullud gem'man" has ever been snapped with his back to all or any part of a watermelon. And here are twenty-four of them.

You can sort them out for yourself. All that we will guarantee is that the Mephistophelean person enthroned in the center of the crescent is John Adams Thayer, interlocutor. Al Gibney, whose worries as director of the skit haven't kept him from smiling for the camera man, swears that among those present but hiding behind blackface are:

End Men—C. P. McDonald, D. Morris Jones, Paul Wing, Ray Thayer, Cal McCarthy and C. B. Stetson.

Circle—C. L. Ahlering, H. G. Halsted, R. B. Alexander, R. M. S. Walker, A. H. Van Duzer, W. R. Jenkins, Jr., H. D. Chapman, W. Roy Barnhill, W. J. McIndoe, A. H. Stilwill, A. C. Doornbos, W. L. Roberts, W. E. Jewett, W. F. Haring, Ray D. Finel and Lou Bleser.

Ad Club Show Wins Professional Plaudits

New Yorkers Stage Unusual and Successful Diversion

"Splendid, with snap, charm and dash," is the way Richard R. Richards, manager of the Greenwich Village Follies, characterized the minstrel show and oriental diversion given by the members of the New York Advertising Club before a full house on the evening of December 10. Manager Richards made this comment in a letter of congratulation to Charles C. Green, president of the James Advertising Agency, who concocted and produced "Club Brew, A Hard Times Tonic." It was presented by President George W. Hopkins.

Part one of the program was a most entertaining minstrel show, arranged and directed by Al Gibney, of Munsey's. On another page of this issue may be seen the entire ensemble. Features of this part of the entertainment included the singing of "The Japanese Sandman" by Mr. Gibney, with a Japanese mask, designed by W. T. Benda, the famous illustrator; and the song "Tam, Tam, Tam," from the Greenwich Follies, to the company of which miniature tambourines were thrown into the audience.

H. Rea Fitch, of the H. E. Lesan Advertising Agency, opened part two with "A Bit of Magic," and the manner in which he made money appear and other things disappear could make some of the professional magicians look to their laurels, agreed everybody, including experienced critics of the theatre who were present. Led by Albert N. Hoxie, all now joined in singing old and new songs, and then the oriental sketch opened.

The scene, which was in Beer Sheba, any old time before January 17, 1919, A. D. T., was created by magnificent stage settings and lighting effects. Oriental designs, properties and costumes were donated by A. A. Vantine & Co., E. S. Freisinger and the Metropolitan Opera House, and through the courtesy of W. T. Benda his remarkable masks, costing over $1,000 each and originally shown in the Greenwich Village Follies, were used. Paul Meyer, of the *Theatre Magazine,* staged the production.

Frank E. Fehlman, as Kut-All-Gab, the Most Worshipful Quince, played his role with dignity, and Fat-Eema, One of the Many (an over-ripe peach), impersonated by Charles C. Green, was delicious. Manning Wakefield, playing Be-She-Bara, the poor Jazzarazz slave girl, "brought down the house" with his dancing grace and ability. Aram Cheesed, father of Be-She-Bara, by Himself; Huz and Buz, guards of the Hootch, by Royal P. Smith and Jerry Ward, and a European, by Al Gibney, rendered their parts to perfection.

The evening was most pleasantly rounded out in "Ephriam's Harmony Emporium," which was arranged by L. W. Bleser and R. B. Alexander in conjunction with the club orchestra and quartette. The two named were assisted by Al Seiffer, A. N. Hoxie, Frank Fehlman, Frank Lord, Herman Daych, Waldemar Voorhees, William Kramer, Joe Einson and Charles C. Green.

Real Estate Associations Advertising

The Real Estate Investors of New York, Inc., and the Apartment House Association, Inc., are now running a series of advertisements in newspapers on the housing situation in New York. The advertising, by citing typical apartment houses with figures on the cost of taxes, labor, coal, for 1920, as compared with 1914, attempts to show that property owners are not unreasonable.

W. B. Neff, Sales Manager, Killed

W. B. Neff, sales manager of the Chicago Automobile Supply Company, was killed in an automobile accident at Bridgeport, Conn., recently. Mr. Neff a few days previous had been in Baltimore conducting his salesmen on a tour through the plants of the American Hammered Piston Ring Company, the Bartlett-Hayward Company, the George Oldham Pneumatic Tool Company, and the Campbell Metal Window Company.

C. W. Murphy Joins Dauchy Co.

The Dauchy Company, New York, has added to its staff C. W. Murphy, who for years was director of sales and advertising for American manufacturers in Latin-American countries, and the publisher of a monthly magazine at Mexico City.

George E. Waugh With Aladdin Co.

George E. Waugh, formerly a member of the advertising department of Swift & Company, Chicago, on December 1 was made assistant advertising manager of the Aladdin Company, of Bay City, Mich.



Bauer & Black advertise their products with great success—and a portion of the credit must go to the million and a half circulation they address in the nine magazines comprising

The All Fiction Field

The
ALL FICTION FIELD
"The Field of Greatest Yield"

Published by

Doubleday, Page & Co. **The Ridgway Company**
The Frank A. Munsey Co. **Street & Smith Corporation**

1,560,000 A. B. C. Circulation

EXPORT ADVERTISING and SELLING

A Department of Foreign Trade Extension Service
Under the Direction of
CYRIL H. TRIBE

When in Rome, Advertise Like a Roman

The Secret of Successful Advertising Abroad Is to Make Your Copy Appear at Home Wherever It Appears

By ALFRED THOMAS MARKS
Export Editor, *The Music Trades, Shoe and Leather Reporter*, etc.

OUR United States exporters who are not mastering the details of consumer advertising in the foreign markets are not using "every card in the deck" to win out in the big world-trade game. But in our foreign publicity plans we will find little use for the results of our experiences in the home field other than as they have ripened on common sense and are given in the sense of courageous desire to trade further afield.

It is a very necessary and essential precedent to entering overseas markets and mediums with our advertising that we know what kind of advertising will sell the goods there. Very fortunately that information is easily obtained. Paradoxical as it may seem, what most of us would consider "good advertising" here at home nearly always proves to be very "bad advertising" in other countries —bad because it does not sell the goods, or create a demand for them —which is, after all, the real test of all advertising at home and abroad.

SELLING THE BRITISHER

The matter-of-fact Britisher cannot be startled or stampeded into buying your goods; he does not take kindly to advertising innovations; he 's rather impatient in his efforts to get away from a page or half-page display; it does not sink in to any extent, whatever. Small spaces run daily or every other day, constant hammering with few changes of copy "gets him."

That's why he buys so many millions of dollars' worth of Lipton's tea every year—why Pear's soap and Beecham's pills and Guinness's stout are really household words in Great Britain.

None of these concerns—or few others of England's nationally-known producers—uses big spaces. For nearly fifty years Pear's have been running the little 50-line single column cut "He won't be happy 'til he gets it" without the slightest change —and it is still selling the goods.

Make It Conform

IT is said of Napoleon that he was a faithful son of the Church in Rome, a free-thinker in Paris, a disciple of the Greek ritual in Moscow and a Mohammedan in Egypt.

Mr. Marks points out that advertising copy used abroad must conform as closely to the customs of the people for whose attention it is written.

Perhaps there's another side to the question, for some enthusiasts have been heard to say that American advertising gains value abroad by the very fact of its being different—livelier—fresher. What do you think?

A curious sidelight on English publicity recently was referred to by one of our consular representatives stationed at Liverpool, at home for a brief vacation, in talking with the writer. A certain biscuit-producing concern in London, established over one hundred years ago, and advertising consistently and persistently for all of that time until their product was known practically all over the world, in an ill-advised moment several years before the war hit upon the idea of stopping its advertising. "What's the use of spending this money?" they asked. "Our goods are known everywhere, and we are always sold up away ahead of production." So they cut out the advertising appropriation. To use the consular representative's own words, "they went back nearly 80,000 pounds ($400,000) the first year, and it took them nearly five years to get back to the volume of trade they were doing when they thought they could save the advertising appropriation." Now they are proceeding on the plan of increasing their advertising appropriation ten per cent each year, and their business shows advances of 15 to 20 per cent each twelvemonth.

"ROYAL DID THE SAME HERE"

This plan has had its counterpart right here in the United States, as will be remembered, when the Royal Baking Powder Company discontinued its advertising for a year because it thought it was sufficiently well known—and is said to have gone back something like $250,000 in that year in sales. The very next year the "rise" of every step of every flight of L-road stairs in New York City had its Royal Baking Powder advertisement, to say nothing of a lot of newspaper and magazine advertising which was not being even remotely considered when the company decided to eliminate its publicity. It was the only remedy, and they applied it.

This serves to show that in the United States as well as in England no concern, no matter how successful or well-established, can afford to stop advertising—that advertising must be not only judicious, but persistent and constant.

THE FRENCH PROBLEM

France is different—decidedly so —although here again we find that

the big page "spread" is not at all impressive. But keep in mind that you will get your best results here by having due regard for the artistic side of advertising. Even though your display be small, see that it is attractively balanced, and if a cut be used see that it is the *right* cut—nothing jarring or grotesque. Remember that the French—even the peasant and middle classes—have an artistic streak in them. A glance at any French metropolitan daily or weekly will demonstrate the meaning of "artistic" as applied to French advertising.

And let your advertisement be in French! There's another important consideration. A large United States advertiser of talking machines some time ago sent to two of the leading Paris newspapers (a daily and a weekly) a lot of 60-line electros advertising their product *in English*. A cabled inquiry from Paris resulted in the matter being translated into French and the electros thrown into the "hell box." Only a very small percentage of the readers of any French publication is reached by an English announcement, and the great bulk of the circulation is an absolute loss to such an advertiser. All of the French publications will translate advertisements to French on request without charge.

Unlike conditions in England, it is very advisable that changes of copy be frequent in France—"always something new" is the French idea. And let it be sprightly, incisive, capable of being taken in at a glance, and let it tell the whole story in the fewest possible number of words.

Here are but two of the foreign markets at whose doors our products in all lines are knocking—and we have touched upon the advertising side of each only briefly. But these emphasize the fact that each of the foreign countries must be studied and analyzed in order to get its psychological viewpoint on advertising.

PECULIAR LATIN APPEAL

Latin-American advertising is another proposition which requires different and distinctive treatment. Your artistry so essential in appealing to the French, and the constant hammering with the same advertisement which "goes" in England, will get you nowhere in South and Central America. Here we find advertising fundamentals largely undeveloped and to a considerable extent back in the comic-picture twilight of publicity evolution. But if we expect to reach and influence the consumer there, and not shoot over his head, we must go to him with that sort of advertising, even though it gives us that creepy feeling up and down the spine.

So the idea we will find it necessary to digest in advertising to the foreign customer—a human of as many sides and as numerous peculiarities as there are countries on the face of the earth—is that each country and each market should be studied in order to enable us to adapt ourselves and our publicity to *his* ideas—for in this way only can we expect to win the greatest possible share of the business.

AUSTRALIA A GREAT FIELD

With purchases of American products in the fiscal year ended on June 30, 1919, totaling close to $100,000,000, Australia is proving itself to be one of our best foreign markets—and is, by the same token, an almost virgin field for our advertisers.

In a report furnished the writer by the United States Department of Commerce are given some details pertaining to publicity in this promising field which should prove of value to our advertisers at this time.

"In nearly all of the great Australian dailies," says the department's report, "twelve inches of double column is the smallest space allowed for display advertising. Some of the dailies do not allow black display, excepting nameplates and trade-marks; others permit only outline contour type in advertisements up to twelve inches double column, and no solid black in larger advertisements. One paper has been known arbitrarily to cut out portions of an illustration which its make-up man considered too black. One leading Melbourne daily will not accept four-column advertisements running twelve inches deep, and most of the papers have restrictions as to the size of electros. One American concern sent to Australia 268 electros, of a size acceptable to all American papers and magazines, of which only three or four were usable by the Australian publications. The loss on this shipment of plates was accentuated by the duty of forty-eight cents a square of twelve inches, with four cents additional for each additional square inch.

"A recent letter of instructions from a prominent United States advertiser di-



HENRY JAY STEPHENS

Henry Stephens decided to enter the advertising profession while still at Northwestern University. Therefore, it was not strange that he entered a Chicago printing establishment to get experience and it was but natural for him to organize the Junior Advertising Club of Chicago, because his heart was in that kind of work.

After doing aeroplane service in Europe during the War, he returned to join the B. F. Goodrich Rubber Company. He is now associated with us in our Chicago Office and I am very pleased to have him there.

Lane Block

New York Evening Mail

The fastest growing newspaper in New York City is the *Evening Mail*. It is building its circulation purely on its merits as a newspaper.

Its departments are the best edited in New York City. What other newspaper can point to such prominent departmental editors as:

Henry L. Stoddard, Managing Editor,
Hugh Fullerton, Sporting Editor,
Thomas C. Shotwell, Financial Editor,
"Dolly Madison," Society Editor,
Burns Mantle, Dramatic Editor,
Ben F. Holzman, Motion Picture Editor,
"Rube" Goldberg, Cartoon Editor.

The *Mail* has over 170,000 circulation at 3c. per copy, and it produces the best results for advertisers.

Serial Adv. No. 23

rected the insertion of an advertisement of goods appealing only to women in a paper there which is read exclusively by men; another American house directed advertisements of articles used only by city dwellers to be placed in a publication circulating almost entirely in the country districts. A well-informed United States advertising agency in charge of the appropriation would have obviated all of these troubles. Other peculiarities of Australian advertising conditions might be cited, but the foregoing are sufficient to indicate the wisdom of entrusting our advertising operation there, as well as in other foreign markets, to the experienced United States agencies."

ADVERTISING IN THE PHILIPPINES

It would naturally be supposed that an advertising campaign which appeals to any considerable number of Filipinos would be a rather difficult matter to devise—and it is. The Pacific Commercial Company, the largest concern doing business in the islands, has full lists of newspapers, with their rates, circulation, language and political complexion. Mailing lists, too, play an important part in most advertising campaigns in the Philippines, one of 50,000 names being constantly in use, while another of upward of 150,000 names is used frequently. These are well classified, geographically and otherwise, and according to language and purchasing power. One interesting list contains 12,000 names of men and women who are known to be well able to buy an automobile. A popular method of advertising is the use of hangers for the stores, and full and half-sheet posters. The art work and lithographing for these are all done in the Philippines, and are said to compare very favorably with the best work done in the United States.

Considerable success in an advertising way has been attained in the Philippines by the publication of educational treaties on subjects the native planters are interested in. These are devoured from cover to cover, and carry advertising of agricultural implements, pumps, forges, fencing, paints, carpenters' tools, scales, safes, sewing machines, phonographs, bicycles, automobiles, and many other articles. Issues of 30,000 and 50,000 of these pamphlets on sugar planting, rice and Indian corn raising, etc., have just been circulated.

The Filipinos are free spenders, but the difficulty of reaching them properly is enhanced by the fact that eight different dialects are necessary in advertising to dealers and consumers, besides English, Spanish and Chinese. The dialects necessary are Tagalog, the three Vesayan dialects, Pampangan, Panisganin and Bicol, and some advertising is done in Arabic characters in the Sulu Archipelago and other sections where the Sulus are found.

A close study has been made of local prejudices and preferences in order to avoid errors in what might otherwise be a correctly planned advertising campaign. A case in point coming to the writer's attention is the prevailing belief that if the tail of a pictured fish is not pointing upward it represents a dead fish, which is extremely repugnant to the Filipino mind.

When it has been decided to make a push on any particular article the salesman's visit is preceded by a letter sent to the merchant in his own language, and this is followed up by from three to six letters, according to the importance of the campaign. At the same time a forceful campaign is carried on to consumers. The whole thing works out very effectively, and long lines of natives have been known to stand for hours waiting to get a chance to buy the advertised articles.

Foreign Trade Financing Corp. Is Now a Fact

Billion Dollars in Credits to Place American Products in World Markets and Maintain Domestic Industrial Stability

JOHN McHUGH, president of the Mechanics and Metals Bank of New York and chairman of the Marine and Commerce Committee of the American Bankers Association, is at the head of the executive committee of the Foreign Trade Financing Corporation that has been duly organized following a meeting of bankers and manufacturers in Chicago last week. The capitalization of the new corporation is $100,000,000 with powers under the recently-enacted Edge Law to carry credits of $1,000,000,000.

The creation of this new corporation marks the beginning of a new era in American foreign trade. For a score of years American manufacturers who have been engaged in developing over-seas markets have suffered restraint through inadequate financing arrangements. Prior to the passage of the Edge Law there was no way for the manufacturer to finance a foreign sale, that might require several months or a year to consummate, other than through the assumption of the entire amount from his own cash reserve. Obviously, the average manufacturer was unable to go into foreign markets on a large scale.

The struggle for the establishment of the Foreign Trade Financing Corporation has been carried on by various associations of manufacturers and bankers who have realized the grave danger to American economic progress unless some steps were taken to compete with the highly-developed credit systems of other nations. Great Britain, France and Germany have, for years, been extending their commercial influence without fear of any very important American interference. The hopes of those in command of the new organization indicate actual operation early in 1921.

According to the plan of organization, subscriptions to the stock of the corporation will be welcomed from industrial and banking organizations throughout America. Richard S. Hawes, senior vice-president of the First National Bank of St. Louis, strongly urges the labor unions of the country to subscribe to the stock of the corporation.

As pointed out by George Ed. Smith, president of the Royal Typewriter Co., the co-operation of every American is called for, so that the support that will be given to the maintenance of America's present vast markets abroad and the extension of new trade outlets will result in continued prosperity for the nation through insured industrial stability.

The committee named to supervise the formation of the corporation is:

John McHugh of New York, chairman; Herbert Hoover, Paul Warburg, Charles H. Sabin, Fred I. Kent, A. C. Bedford, George E. Smith and Louis E. Pierson, all of New York; John S. Drum, of San Francisco; James B. Forgan, Thomas E. Wilson, Arthur Reynolds, Alexander Legg and Joseph de Frees, all of Chicago; F. O. Watts of St. Louis; J. R. Howard of Clinton, Iowa; J. B. Culberson, of Wichita Falls, Texas; Levi L. Rue, of Philadelphia; Philip Stockton, of Boston; Oscar Wells, of Birmingham, Ala.; Julius H. Barnes, of Duluth, Minn.; Herbert Myrick, of Springfield, Mass.; John S. Lawrence, of Boston; E. M. Herr, of Pittsburgh; Roy D. Chapin, of Detroit; John S. Raskob, of Wilmington, Del.; Charles A. Hinsch, of Cincinnati; Peter W. Goebel, of Kansas City, Kan.; Thomas B. McAdams, of Richmond, Va., and John Sherwin, of Cleveland.

To The Advertising Agent

THIS has to do with your income.

Just at the present time the advertising road is strewn with rocks and every once in a while one steps on a sharp edge.

Right now a surprising number of national advertisers are trying to commit business suicide.

Just as if every sane man didn't know that it is quite as important to do business in dull times as in good.

♣ ♣ ♣

How about the good old solid account that you have lived with and devoted your best energies to for the past two years?

Is it beginning to wobble? Has it thrown one, two or even three of its shoes already?

John D. Rockefeller says that genuine success means doing the common things of life uncommonly well.

Surely this includes advertising.

♣ ♣ ♣

Without advertising much of the business today would disappear. It is the *heart* of modern business. If you stop the flow of blood through the heart you choke the life of the body and it becomes dead.

To stop advertising is to stop the flow of goods through the heart of business . . . it is in fact business suicide . . . as deliberate as a revolver shot through the brain.

Huge bumper crops surround us everywhere . . . the nation is in reality richer and more prosperous than at any time in our history . . . the United States has mastered the art of production . . . one hundred and ten millions of people *must* and *will* consume . . . and yet—

Certain national advertising appropriations are being cut to the vanishing point or stopped entirely.

The far-seeing advertiser who goes right on will reap a harvest far beyond his just desserts.

All the world hates a quitter and a quitter never wins.

♣ ♣ ♣

Now about that wobbly account.

Let's get together and do something to quicken its waning pulse.

Selling ideas are going to be more valuable during the ensuing twelve months than ever before. Advertisements from this day forward have got to *sell the goods.*

Let's throw old General Publicity . . . his gold braid and brass buttons into the junk heap and create campaigns that will *sell stuff.*

Our splendid organization is yours to command . . . experience . . . new energy . . . new thought . . . and selling ideas . . . ready to supplement your own . . . plus

James M. Ethridge . . . W. L. Larned . . . G. H. E. Hawkins . . . Mathew Beecher . . . John Bierwirth . . . William Van Dresser . . anyone of the intelligent and loyal men of our staff will come right to your office and take off his coat and work with you. W. Livingston Larned is the best idea man that I have encountered in twenty-five years. It's no time to dally and hesitate.

Let's get that wobbly account back on the main track.

It may mean your income for the next year.

If you can't come to us we will come to you.

Send that telegram today.

Very truly yours,

George Ethridge

THE ETHRIDGE COMPANY

25 East 26th St., New York City.

140 N. Dearborn St., Chicago, Ill.

What Did Adam Think of Advertising?

For, When the Serpent Had Successfully Advertised the Apple, Eve Was a Prospect for "Ladies' Wear"

By COLLIN ARMSTRONG
National Chairman, Newspaper Committee, A. A. A. A.

Starting in a somewhat jocular vein, Mr. Armstrong, in his talk before the St. Nicholas Society of Nassau Island, quickly turned the attention of his audience to the easily demonstrable proposition that the ethics of clean advertising are the ethics of Christianity and that the Golden Rule must be the basis of conduct for those who would represent the spirit of American advertising to-day. Others have gone back as far as Genesis to find the genesis of advertising. No one has shown more clearly or more reverently advertising's affinity to the methods and teachings of the Bible's greatest teachers.

THERE are some who point to Noah as the first advertiser. He, to use the vernacular of the advertising profession, visualized his proposition with the mighty ark, but, sad to relate, as an advertiser Noah was a failure because the audience he appealed to, so far as history informs us, were not impressed enough to even buy umbrellas, and they paid the penalty of their indifference.

AN ADVERTISER IN EDEN

I would go even further back than Noah to the wily Serpent in the Garden of Eden who advertised his apple and most effectively, thereby laying the foundation of the great department stores and half of the commerce of the world to-day, for Eve, as soon as she had partaken of the apple, became conscious of the desirability of indulging in apparel. A modern application of the Garden of Eden episode is found in the well-seasoned anecdote of the rich, elderly uncle who took his ultra-fashionable niece to dinner, and, at the conclusion of the meal, urged her to eat an apple, and finally prevailed upon her to eat half an apple upon the promise of telling her why he wished her to do so. After she had complied with his request, he said to her that, as Eve discovered the desirability of clothing after eating an apple, he hoped that by eating half a one she would realize how nearly naked she was.

Then we come down to Moses, who brought to the world the first inscribed message of which we have record—the tables of stone bearing the Decalogue that he laboriously brought down the rugged front of Mount Sinai. But you remember that his brother Aaron got ahead of him, sensing the instinct of his race more keenly than his brother the Prophet, and set his advertisement up in the form of a golden calf. The result was that Moses in his one burst of temper destroyed his copy and had to have it rewritten.

With profound reverence I approach the unparalleled achievement in carrying conviction into the souls of men. When Christ, from the Mount of Olives, uttered the words: "Whatsoever ye would that men should do to you, do ye even so to them," He gave to the world the most condensed, compelling message that mankind has ever received. Yet the difference between that communication and the one that Moses brought to humanity is that the Decalogue is a series of "don'ts"—it is prohibitive—while the Golden Rule is mandatory to action. Observance of it obviously means obedience to all the other Commandments.

Christ did not stop with the utterance of that sententious sentence, but followed it later with the exhortation—"Go ye into all the world and preach the gospel to every creature." What has been the result? During the two thousand years since those compelling messages were delivered, hundreds of thousands of men and women, more than were ever employed in all time in the promotion of any enterprise or proposition, have devoted their lives to impressing upon their fellow-men the moral and spiritual value of that Divine message.

The symbol, or, to use the technical word of to-day, the "trade-mark," of that message is recognized and its meaning understood all over the world and has been for ages past. We see it at the point of church spires, in the Cities of the Dead and, as the badge of the greatest effort ever made to alleviate the sufferings of humanity, it has been carried into the uttermost parts of the earth. The writer of a grand inspiring hymn wrote with literal accuracy "the Cross of Christ, towering o'er the wrecks of time."

WHAT PRINTING MEANT

You may ask what all this has to do with the present-day notion of a most important branch of the world's business? It shows that the human race from its inception has constantly advertised by word of mouth. Even after symbols and alphabetical characters were devised, spoken language continued to be the principal means of communication between peoples, for symbols were engraved in comparatively few places and written documents were carefully treasured in churches and monasteries. Public announcements were made by heralds and couriers in grandiloquent phrases and later came the town crier and bellmen.

Even with the advent of printing, advertising, as we know it to-day, did not come into its own for many years. As a matter of fact, it is only within the last half-century that the force and value of advertising by the printed word has been realized and only during the last ten or fifteen years has study and experience made it an all-important factor in all human affairs. The Great War gave formal advertising a tremendous impetus. Without advertising, the huge war loans, not only in this country but in the European countries, could not have been floated, or hundreds of millions of dollars collected for the Red Cross and other voluntary organizations, world-wide in their scope. The war brought into the advertising field the ablest writers and the most talented artists of all countries and made an impress upon advertising that will never be effaced.

INFORMATION MUST BE ACCURATE

What I would like to impress upon you is that advertising as conducted to-day is no longer a hit-and-miss proposition; a jumble of catchy phrases, studied text or pictures designed to arouse attention. Advertising costs good money and, if effectively and extensively done, requires a great deal of money—hence those who undertake it for any pur-

Do You Want

A special advertising representative around the world?

Your product introduced in some novel way in China, India, the Fiji Islands, South Africa, Italy, or anywhere else?

For your house organ or your general advertising, unique, specially written, originally illustrated articles concerning your product as I see it used or use it myself in the countries I visit?

Unusual publicity "stunts" which you can feature in your advertising campaigns?

Specific information concerning trade conditions or possibilities, which I shall have ample time to secure for you?



Perhaps You, as a Wide-Awake Advertiser, can see other possibilities for increasing your sales in connection with my world tour.

Twelve years of advertising, investigating and business experience have especially fitted me for this work.

Being a natural advertiser, I advertise everything and everybody that I believe in—my shoes, my hats, my typewriter, my kodak, my friends, my business associates, the firms I represent—because I can't help it.

I shall confine my services to one product of a class. There will be no overlapping.

My credentials and letters of introduction will admit me everywhere.

My itinerary covers the Hawaiian Islands, Philippine Islands, Fiji Islands, Samoan Islands, New Zealand, Tasmania, Australia, Japan, China, Siam, India, the Holy Land, South and North Africa, all of Europe and the Scandinavian Peninsula, reaching New York late in 1922.

If my trip interests you in any way, let's talk it over.

HELEN A. BALLARD
FIFTY WEST SIXTY-SEVENTH STREET
NEW YORK

pose, if they are possessed of intelligence and sagacity, employ experts who make careful and exhaustive research of the field that the prospective advertiser desires to cultivate. The man who is to spend the money wants to know and should know where the markets are and what media are calculated to reach, create and stimulate those markets, so that when he begins to draw upon his advertising appropriation he knows pretty accurately what he is about and what results he should secure.

Those of us who are engaged in the business regard with pardonable pride the progress that has been made during the last decade or so, but we are conscious that advertising as a force in human affairs, great as it is, is still in its infancy. There are innumerable things to be done before desirable conditions are established and to bring those conditions about, to systematize and standardize them is the reason that a large number of those who are engaged in the business have banded themselves together in the Association which I have the honor of representing. That you may know the forces back of this movement, I may tell you that the members of this Association handle considerably more than 90 per cent. of the hundreds of millions of dollars that are spent in magazine and newspaper advertising.

AN A. A. A. A. PRECEPT, TOO

I am exceedingly glad of an opportunity to deal thus briefly with the aims and endeavors of our organization and I want to impress upon you that in our co-operation among ourselves and with those with whom we come in contact we are not unmindful of the greatest admonition of them all to which I have referred. Indeed I may truthfully say that the leaders in our organization have foremost in their thoughts, with all their business cares and perplexities, adherence to the Brotherhood of Man in the precept, "Whatsoever ye would that men should do to you, do ye even so to them." No safer, more beneficial rule of human conduct can be imagined.

ED. HAUBRICH
designs booklets, n everything
for advertisers and printers
110 W. 34 St. New York
Room 1202. Phone Greeley 3948

WILLIAM THOMAS
SLOGANS
"Use a Line to Tell a Volume"
Slogans of all kinds furnished upon short notice.
198 B'way, N. Y. C., R. 305 Tel. Cortl. 1933

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.
POSTAGE · 18 East 18th St., New York City

The 30 "Best" Books on Advertising

At the suggestion of Professor Daniel Starch, Cecil A. Ross, librarian of the Graduate School of Business Administration, Harvard University, has compiled a list of advertising books which experts have considered the best.

A number of teachers of advertising and an equal number of advertising agencies were asked each to submit a list of ten to twenty-five of the best books in this field. Lists were received from seven teachers of advertising and five advertising agencies, one list from the educational committee of a large advertising club, and one list from the publishers of a leading advertising periodical. These fourteen lists have been combined into a composite list of five groups according to the number of lists in which the various books were mentioned as indicated below. In addition to these thirty books, twenty-five others were mentioned each in one list only. These are not given here.

BOOKS MENTIONED IN TEN TO TWELVE OF THE FOURTEEN LISTS

Cherington, P. T. "Advertising as a Business Force."

Hollingworth, H. L. "Advertising and Selling: Principles of Appeal and Response."

Scott, W. D. "The Psychology of Advertising."

Starch, Daniel. "Advertising: Its Principles, Practice and Technique."

Tipper, Harry, and others. "Advertising, Its Principles and Practice," by Harry Tipper, H. L. Hollingworth, G. B. Hotchkiss and F. A. Parsons.

BOOKS MENTIONED IN SEVEN TO NINE LISTS

Adams, H. F. "Advertising and Its Mental Laws."

Hall, S. R. "Writing an Advertisement."

Parsons, F. A. "The Principles of Advertising Arrangement."

Scott, W. D. "The Theory of Advertising."

Sherbow, Benjamin. "Making Type Work."

BOOKS MENTIONED IN FOUR TO SIX LISTS

Calkins, E. E. "The Business of Advertising."

Cherington, P. T. "The Advertising Book, 1916."

Farrar, G. P. "Typography of Advertisements That Pay."

Hess, H. W. "Productive Advertising."

BOOKS MENTIONED IN THREE LISTS

French, George. "How to Advertise."

Mahin, J. L. "Advertising, Selling the Consumer"; rev. ed.

Russell, T. H. "Commercial Advertising."

Shryer, W. A. "Analytical Advertising."

BOOKS MENTIONED IN TWO LISTS

Calkins, E. E. and Holden, Ralph. "Modern Advertising."

Casson, H. N. "Ads and Sales."

De Bower, H. F. "Advertising Principles."

De Weese, T. A. "The Principles of Practical Publicity."

French, George. "Advertising; the Social and Economic Problem."

Higham, C. F. "Scientific Distribution."

International Correspondence Schools, Scranton, Pa. "The Advertiser's Handbook."

Lewis, B. J. "How to Make Type Talk."

Shaw, A. W. "Some Problems in Market Distribution."

Strong, E. K. "The Relative Merit of Advertisements."

Trezise, F. J. "The Typography of Advertisements."

Wadsworth, G. B. "Principles and Practice of Advertising."

A Tribute From Mexico

Conclusive proof of the widespread reader interest in Advertising & Selling are the congratulatory letters which come in from all over the United States and from far-off climes. Readers in countries from England to South Africa, from Canada to Japan and China follow Advertising & Selling as closely as do the thousands in the United States. Here is a letter from Mexico:

Aztec Advertising Company,
Av. 5 De Mayo No. 6,
Mexico, D. F.,
November 25, 1920.

Advertising & Selling Co., Inc.,
471 Fourth Avenue,
New York, U. S. A.
Gentlemen:—

We feel that we must write you this line to congratulate you on the article published in Advertising & Selling magazine of October 30, 1920, entitled "Domesticating Your Export Advertising," and written by Mr. P. L. Palmerton, of the Goodyear Tire & Rubber Company.

His statements are very convincing and we hope that all manufacturers in the United States will read the article and realize the importance of it. We feel that its strength is not only commercially, but that if carried out it will create a better feeling between the United States and all foreign countries, even if not done exactly as the Goodyear Tire & Rubber Company, because we believe that better results could be obtained by having the natives carry on their advertising.

Advertising is the act of announcing what one wants to dispose of, so that the other can obtain it. This would naturally lead to a better understanding of each other, and ultimately to friendship. Basing ourselves on this, we have established this company with the main purpose of advertising American manufactured products in this country, not only by the usual ways, newspapers, magazines, outdoor advertising, electric signs, etc., etc., but have decided to open a permanent exposition showing samples of articles manufactured in the United States, and having a competent man in charge of the exposition in order to facilitate any data regarding prices, form of payment, delivery, shipping facilities, etc., of any article that may be of interest to the visitors.

Please accept our sincerest congratulations, remaining,

Yours very truly,
AZTEC ADVERTISING COMPANY.
(Signed) C. S. Obregon, Jr., Manager.

"GIBBONS KNOWS CANADA"
MONTREAL TORONTO WINNIPEG

That He Who Turns May Read

(*Continued from page 5*)

ture which tells the reader something even though the advertisement should not be accorded a full reading.

The sign which shouts across a ten-acre lot at me while the train is making forty-five; the illumination which blinks its message at me, and registers, on the Great w.k. White Way; the good street car card which tells me how to make my cough drop —each must tell its story in terms of simplicity or be lost in the great shuffle.

And it should be just as true of an advertisement in paper or magazine. The writer may work himself into a sweat of frenzy preparing it; but the great public isn't taking any day off to find the missing links which should be there to grasp the eye, hold the mind and ease the pocketbook. Perhaps there was a time when the very novelty of advertising might have compelled attention. But that day is long past. Advertising has become an accepted world institution. Attentive readers have become page turners. And if the advertisement won't stand the page-turning test, another piece of perfectly good paper at ever so much a ton has been sacrificed to the gods of waste.

To Plan Convention Program in St. Louis, January 21

At a meeting to be held in St. Louis, January 21, the program committee of the Atlanta convention of the A. A. C. of W. will co-operate with members of the various departments of the National Commission in formulating plans for next June. Irvin F. Paschall, chairman of the convention program committee, has asked each of the twenty-two departments to send a committee to the meeting.

The Executive Committee of the Associated Advertising Clubs of the World on January 24 and 25 will confer in Atlanta with the national program committee and with convention officials. The Atlanta Advertising Club will give a dinner in honor of the Executive Committee on the first day of the conference.

Chicago Holds Financial Advertising Show

"There has never been a gathering of bank advertising that has been more impressive and more constructive than is this display that your local advertising men have arranged," said William Ganson Rose at the opening session of the Financial Advertising Exhibit held in Chicago on December 10 under the auspices of the Advertising Council's Financial Department, of which F. D. Conner is chairman.

This event, which lasted an entire day, was held in the Morrison Hotel with a luncheon and dinner meeting at which Mr. Rose, of Cleveland, business counselor, was the principal speaker.

Financial advertising was shown on about one hundred display boards, including exhibits by Chicago's leading banks and a number of bond houses, as well as four displays which were accorded prizes at the Indianapolis advertising convention, and two illuminated window trims by a local bank.

Benjamin M. Dale With Charles Daniel Frey

Benjamin M. Dale has become associated with the Charles Daniel Frey Company, Chicago and New York, as an illustrator and executive.

Sioux City's Advertising Plan

The Sioux City Chamber of Commerce has launched an advertising campaign utilizing newspaper, magazine and direct-by-mail advertising. The campaign was started after a careful industrial survey in which Sioux City's facilities were determined and also what was needed to make it a well-rounded industrial community and to further develop the market.

One series of advertisements consisted of from 12 to 52 in a number of trade journals. The general style was the same, featuring a reverse cut reading "Sioux City, the spirit of progress." While the subject matter differed for each medium many general facts of the city, such as location, railroad facilities, etc., were carried throughout the series.

At practically the same time the trade journal advertisements were started the direct-by-mail campaign was launched. A series of ten letters was sent to 5,000 of the leading concerns in the industries appealed to through trade journals. Each letter carried a different point and was accompanied by a small insert containing a few brief paragraphs and featuring the Sioux City slogan. The letters went at intervals of two weeks, and these, with the magazine advertisements, continued for six months.

The result far exceeded expectations. Hardly had the campaign begun when inquiries started coming in from all over the United States and from Canada. Inquiries were also received from Egypt, India and Switzerland, showing that an American publication reaches every corner of the globe. It is too early yet to tell the exact results obtained from the advertisements, but negotiations have been taken up for numerous new industries that are planning on Sioux City as a location. No attempt was made to get a concern to move, but the appeal was for concerns, especially those in the East, to place branch houses in Sioux City to care for Western trade.

The newspaper campaign was for a different purpose; it was to build up the Sioux City market. A series of twelve advertisements was run in over a hundred of the leading country papers throughout four states in the city's immediate territory. Each advertisement took up a different branch of industry, such as manufacturing, live stock, packing, jobbing, etc., showing the advantages of Sioux City both as a place to purchase supplies and as a market for live stock and produce. The advertisements were paid for at regular rates and not a line of free publicity was asked, although many of the papers gave the city a boost in the editorial columns.

In addition to the advertisements, several neatly printed booklets have been prepared, and are used as follow-ups in answering inquiries.

Sphinx Club Talks On Advertising Rules

(*Continued from page 4*)

had referred, could not reduce advertising rates by an act of will alone any more effectively than the Kaiser was able to will the attainment of the ends he had sought. He called attention to Mr. Sullivan's statement that "costs of labor, paper and transportation have gone up tremendously and advertising rates have not increased in proportion" and that "unlike some classes of business, the publishers may not have profited from replacement values on a rising market, and they may legitimately wish to avoid taking losses in a declining market by lowering their advertising rates in accordance with replacement values."

Since the publisher hadn't raised his rates to meet wartime conditions as he should have, Mr. Latshaw declared, he couldn't lower them now.

"There is an old saying," he told his audience, "which points out that what goes up must come down. But advertising rates, not having been 'upped,' cannot be 'downed'."

In reveiwing the rise in publishing costs, Mr. Latshaw showed that coated paper had gone up three cents a pound in the last three months, a rise in ninety days alone of sixty per cent of the base (pre-war) price of five cents a pound. The manufacturers have set a price of nine and a quarter cents a pound on super for the first quarter of 1921; before the war it sold at three and a quarter cents a pound. He called attention also to the fact that printing costs would be pushed still higher by the cutting down of the work week from forty-eight to forty-four hours, effective May 1, 1921, and, in New York, by the new wage awards now being arbitrated. Incidentally, he pointed out that the price declines cited by Mr. Sullivan were not on commodities whose costs enter into the cost of publishing.

If advertising rates have increased only on an average of thirty-seven per cent over the same period in which paper and labor costs have gone up two hundred per cent, was his conclusion, the publishers were either profiteers before the war or have been fools since—and it is obvious that they were not profiteers before the war.

Mr. Jones's talk took up other factors in the cost situation and presented the rate question as it was seen by the New York City Publishers' Association. A. C. Baldwin, vice-president of the McGraw-Hill Company, made a warm plea for better co-operation among advertisers, agents and publishers to the end of making advertising yield its best at this time when its best is needed.

The size of this gathering at the Waldorf testified to the interest taken in the subject chosen for discussion.

The Big Trouble With Salesmen

"The trouble with a great many salesmen," says one sales manager, "is that they regard the dealer as a buyer instead of realizing that he is in reality a salesman like themselves. Through the salesman's mind is always running the query, 'How can I make him buy?' He ought to be thinking instead, 'How can I help him to sell?' In this mistaken attitude lies the source of more salesmen's troubles than the great majority of them realize. I don't believe there is another mistake that piles up more unnecessary work and frustration for the man who is out on the road."—*Tobacco.*

ADVERTISING & SELLING
The National Weekly of Modern Merchandising — Established 1891

Features in this Number

December 18, 1920

PAGE

You've Started an Aggressive Campaign—How's Your Ammunition? ..... *Michael Gross* 3

Weed out the "duds" before putting down your sales barrage.

That He Who Turns May Read..... *Humphrey M. Bourne* 5

The good advertisement is the one that gets its message across at first glance.

Why the Farmer Laughs..... *George H. Brownell* 6

Copy and illustration intended to be "truly rural" only too often aren't.

Sales Promotion With Uncle Sam's Aid..... *T. J. E. Brown* 9

The Sales Promotion Manager of the United States Tire Company tells of direct-mail's part in his work.

One Morning Brought 400 Checks in His Mail.. *Wm. H. Herring* 12

Ellmore Clark Patterson owes much of his success to his knowledge and practice of good advertising.

When Will the Buyer Resume Buying?..... *Roger H. Williams* 24

The Vice-President of the National Bank of Commerce warns of the dangers of, and suggests ways to end, the "buyers' strike."

New York Advertising Club Holds Successful Show..... 30

Picture of cast and story of unusual production given by Gotham's advertising men.

What Did Adam Think of Advertising?..... *Collin Armstrong* 36

From a somewhat jocular lead the Chairman of the A. A. A. A. newspaper committee talks of the ethics of advertising.

Calendar of Coming Events

January 3-8—Highway Transportation Show of the Motor Truck Association of America, New York.

January 7—General Conference, Advertising Managers' Council, Motor and Accessory Manufacturers' Association, New York.

January 8-13—Annual Meeting, Cycle Trades of America, Hotel Astor, New York.

January 8-15—Twenty-first National Automobile Show, Grand Central Palace, New York.

January 17-21—Fourteenth Annual Convention, National Canners' Association, Atlantic City, N. J.

January 29-Feb. 5—Annual Automobile Show, Chicago.

February 7-12—International Silk Show, Grand Central Palace, New York.

February 16-17—Annual Convention, Retail Clothiers & Furnishers Association of the State of New York, Rochester, N. Y.

Lord & Thomas to Advertise Motor Bike

Lord & Thomas, of Chicago, have obtained the advertising account of the Johnston Motor Wheel Co., South Bend, Ind.

This agency is now handling also the advertising of the Oneida Motor Truck Co., Green Bay, Wis., and of the J. T. Polk Co., Mound City, Ill., producers of Juice of Grapefruit.

Mohawk Silk Fabric Account With Presbrey

The Frank Presbrey Company, New York, has secured the advertising account of the Mohawk Silk Fabric Company, maker of silk gloves and underwear, New York.

Royal Easy Chair Advertising With Peck

The Royal Easy Chair Co., Sturgis, Mich., maker of the Royal Easy Chair, has appointed the Peck Advertising Agency, New York, to handle its account.

Printing Exhibition Next April

The next Printing and Allied Trades Exposition will be held in New York City in April, during the week that the American Newspaper Publishers' Association and Associated Press convenes.

International Advertising Exhibition Attracts Huge Crowds

Approximately 50,000 people visited on its opening day the International Advertising Exhibition held at White City, London, from November 29 to December 4. More than 250 firms identified with advertising, among which were included several American concerns, had booths and displays.

Elaborate in every detail, the exposition was preceded on Saturday by a huge pageant of publicity in which were floats of many leading advertised products and live trade characters. Sir Robert Horne, president of the Board of Trade, opened the exhibition on Monday, surrounded by Chas. F. Highman, W. S. Crawford, officials of the Thirty Club and the best-known figures in the English advertising field. Sir Eric Geddes and Viscountess Rhondda visited the show, and every day prominent advertising men and women lectured on phases of the art and science. The Lucky Dip, a unique prize stunt, street posters, a window dressing competition and the numerous other attractions drew crowds a mile long.

New York Advertising Women Meet

The New York League of Advertising Women, at their weekly luncheon, listened to an address by Mrs. Zue McClary, who is in charge of the Women's Department of Bonbright Co., Inc., of N. Y., on the subject of "Investments," in which she urged women, and particularly business women, to adopt the practice of investing and saving money. It was also the privilege of those present to receive greetings from the Los Angeles League of Advertising Women through Miss Gertrude Brainerd, vice-president of that association.

McCrory Stores Show Sales Gain

McCrory Stores Corporation reports sales during November amounted to $1,223,767, an increase of $102,063, compared to same month last year. Year to date $12,086,556, increase $2,053,225.



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer?

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

¶ The only results that count are the results that can be counted, and those are the kind of results you get from the American Weekly.

THE

AMERICAN WEEKLY

Read every Sunday by TWO and a HALF MILLION families.
"If you want to see the color of their money—use color"—A. J. K.

The American Weekly is a principal feature of the New York American, Chicago Herald and Examiner, Boston Advertiser, Washington Times, Los Angeles Examiner, San Francisco Examiner and Atlanta Georgian. A. J. Kobler, Mgr., 1834 Broadway, New York. W. J. Griswold, Western Representative, Hearst Building, Chicago.

Cents the Copy

Advertising & Selling

DECEMBER 25, 1920

Business Is Better in Chicago

A recent Babson Bulletin stated:

> *"MANY CITIES SHOW GOOD BUSINESS. In the midst of so much dull business and so many gloomy forecasts, clients should not overlook the fact that there are a number of cities in which business is relatively good. This will always be true, even when conditions throughout the country as a whole are at their worst."*

One of the cities where business depression has been and is at a minimum is Chicago.

A barometer of Chicago business is found in the enormous volume of local advertising. On Sunday, December 5, The Chicago *Tribune* printed 604 columns of display copy, the largest volume ever run in a single day without special edition features.

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Write for 1920 BOOK OF FACTS

Member Audit Bureau of Circulations



THE only work that instantly furnishes a complete list of all the Manufacturers and primary sources of supply for any conceivable article, or kind of article, more than 70,000.

THE BUYERS MASTER KEY TO ALL AMERICAN SOURCES OF SUPPLY

A volume of 4500 pages, 9 x 12, $15.00

Aims to list all manufacturers irrespective of their advertising or subscription patronage

Published once a year. Used in the offices of a large portion of the important concerns in all lines thousands of times each day by Purchasing Agents, Foremen, Superintendents and others having to do with ordering or specifying.

IT is used by them for locating sources of supply as instinctively as the clock is consulted for the time of day.

Descriptive and other advertising matter therein automatically comes to the attention of buyers at the important moment when they are interested. *Costs for one insertion—brings continued returns for one, two and three years.*

5980
Advertisements

2315
Advertisers

A recent audit to determine the *importance* of its users as indicated by capital employed shows:

Over $10,000,000 capital-more than 500 users
Over $1,000,000 " " " 3000 "
Over $100,000 " " "12000 "

For obvious reasons it was impossible to get capital ratings for more than 8,000 of the most important users, such as Federal, State and Municipal Government department subscribers—U. S. Consuls, Foreign Subscribers, also Boards of Trade, Libraries and other places of public reference where each copy is consulted by many buyers during the year.

Forms for 1921 Edition Now Closing

THOMAS PUBLISHING COMPANY, 129 LAFAYETTE ST., NEW YORK CITY

CHICAGO—20 W. Jackson Blvd. BOSTON—Allston Square SAN FRANCISCO—433 California St. TORONTO—91 Constance St.

OVERSEAS OFFICES AND AGENCIES: London, Paris, Amsterdam, Kristiania, Madrid, Genoa, Calcutta, Melbourne, Wellington, Soerabaia, Singapore, Manila, Johannesburg, Cape Town, Durban, Honolulu, Saigon, Shanghai, Kobe, Rio de Janeiro, Buenos Aires, Havana, Mexico City.

Big Guns in the Dealer Campaign

THESE days are notable for sudden decisions on the part of manufacturers that, after all, valor is the better part of discretion and it may pay to use extra-heavy artillery and costly ammunition in the dealer campaign.

Among the companies who have fallen into line with big, big guns is the Piso Company, of Warren, Pa., manufacturers of a well-known remedy for coughs and colds. The latest effort of this company is the use, as a display piece, of a live, attention-riveting painting by Norman Rockwell, a reduced reproduction of which, in black and white, appears herewith.

This painting serves two purposes. Placed in the dealer's window it attracts attention to Piso's and works toward the increase of his sales of that line just as any other good piece of selling copy would. Properly merchandised by an advertising department which knows how to capitalize its art value and its obvious costliness it impresses the dealer with the quality of the backing that the company is giving him and with the company's interest in his welfare, thus becoming an effective creator of dealer good-will.

In the dealer folder sent out to merchandise this display piece and at the same time to outline the campaign for late 1920 and early 1921, the Piso Company says:

We had only one purpose in mind in having Norman Rockwell—the artist who draws a great many of the front covers of *The Saturday Evening Post*—paint this Piso picture—*More Sales For You.*

We told Norman Rockwell to go the limit and do his best to give druggists the finest piece of display they ever received. This is the result.

It is a splendid display for window, shelf or counter.

It links you up with the great Piso demand.

It links you up with all Piso advertising.

It is good enough to win a place in any art gallery. It is fine enough to hold the attention of your public for months—even for years.

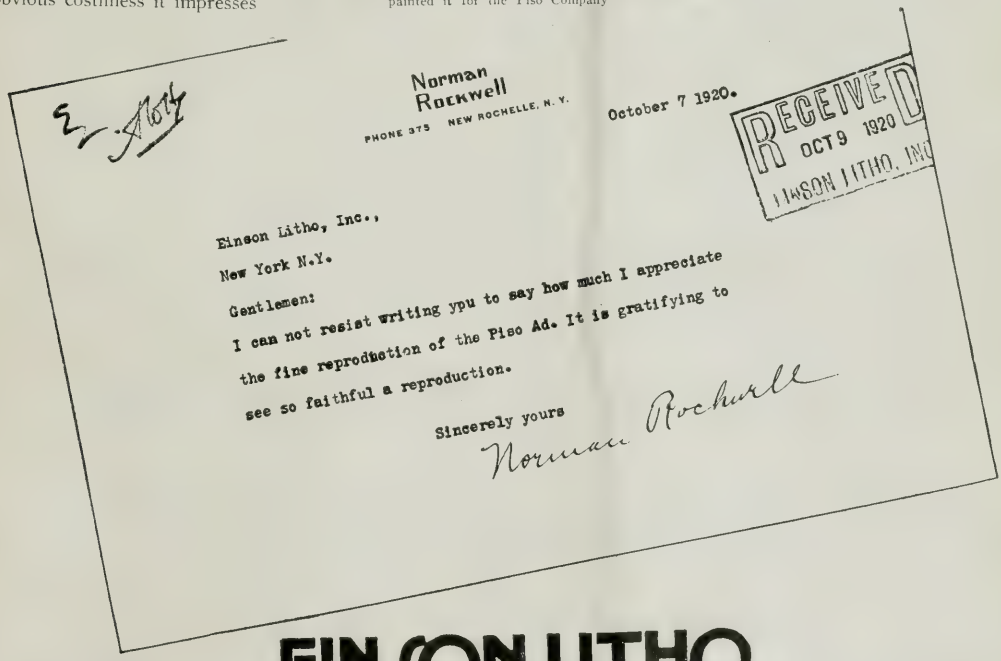
This expensive display picture is simply one element of our co-operation—hence there is not a penny's cost to you. No "ifs"—no "buts." Just mail the enclosed postcard.



This is heavy ammunition—and real advertising art—that is calculated to impress both dealer and consumer. Norman Rockwell painted it for the Piso Company

These are well-put incentives to action. Of course, the best incentive of all is the reproduction of the Rockwell picture itself, which appears in the folder.

"Big guns and heavy ammunition" is not the only answer to the question of how to make the dealer use the "helps" furnished him. But it is one answer that seems quite satisfactory to the manufacturer who makes it.


Norman Rockwell
PHONE 375 NEW ROCHELLE, N. Y.
October 7 1920.
RECEIVED OCT 9 1920 EINSON LITHO. INC
Einson Litho, Inc.,
New York N.Y.
Gentlemen:
I can not resist writing ypu to say how much I appreciate the fine reprodhction of the Piso Ad. It is gratifying to see so faithful a reproduction.
Sincerely yours
Norman Rockwell

Factory & Plant
327 East 29th St.
New York, N. Y.

EINSON LITHO
INCORPORATED

Executive Offices
and Art Studios
71 W. 23rd St., N. Y.

30th year. No. 27. Issued weekly. Entered as second-class matter October 7, 1918 at the Post Office at New York, N. Y., under act of March 3, 1870. Price, 15c. the copy; $3 the year. Advertising & Selling Co., Inc., 471 Fourth Avenue, New York City

Metropolitan

sends William Hard to Ireland

HE goes there untrammelled, free to get the truth and the whole truth. No blue pencil will touch a line he writes. He will see Ireland through American eyes and incidentally through the experienced, wise eyes of America's foremost investigator and writer. In 1918 William Hard ripped aside the curtain of secrecy enveloping our Hayti adventure. Hard told the truth about the Steel Strike when the Red hobgoblin was pushed forward to frighten away our sanity. Hard toppled over the pretensions of our toy tyrants in Washington. Hard did this pioneer truth blazing in the pages of the Metropolitan. And now

Hard will tell The Truth about Ireland

in the pages of the Metropolitan, he will tell how the British people down deep in their hearts react to Ireland's bid for a place in the sun. He will put the heartbeat of Ireland's millions on paper. He will tell you how much of the brave talking of both sides is done for trading. He will tell you the truth, the whole truth, free of passion or propaganda. He will put the Irish case before a jury of over 100,000,000 Americans. Hard's first cabled article will be published in the March Metropolitan. His other articles will follow in succeeding issues. These editions are sure to be sold out.

Advertising Forms for this issue Close January 10th

Metropolitan

432 Fourth Avenue, New York, N. Y.

The Automobile as a Barometer of Prosperity

Fort Worth Trade Territory leads Texas in the number of automobiles purchased during the year ending Nov. 25, which is but added evidence of the greater buying power of that territory as compared with any other in the State.

Fort Worth Trade Territory is defined as that served preferentially from the City of Fort Worth—in other words, that portion of the State enjoying a lower freight rate from Fort Worth than from any other city.

According to figures recently compiled by the Chamber of Commerce, Fort Worth also had a greater percentage of increase in automobile sales during 1920 than any other Texas city. The gain of Fort Worth in 1920 over 1919 was 59 per cent, as compared with 15 per cent for Dallas and 23 per cent for Houston.

The figures showing number of cars registered in the various territories in the State are as follows:

IN FORT WORTH TERRITORY	**1919—108,698;**	**1920—172,682**
In Dallas Territory	**1919— 86,624;**	**1920— 99,887**
In Houston Territory	**1919— 99,195;**	**1920—121,985**

Cars sold during the year ending Nov. 15, 1920:

IN FORT WORTH TERRITORY	**63,984**
In Dallas Territory	**13,263**
In Houston Territory	**22,790**

These figures demonstrate the relative buying power of the territories controlled from the three cities more forcibly than could be shown in any other manner. Where the greatest number of motor cars is sold, there lies the buying power. That is an indisputable fact.

Some of the counties in Fort Worth's natural territory reflect their great prosperity in phenomenal increases in number of automobiles owned. Eastland County, for instance, in 1919, had a total of 5,204 cars, while the latest figures show a total of 8,360. Stephens County, 1919, 1,222; 1920, 2,631; Wichita County, 1919, 8,341; 1920, 11,786. The greatest gains in automobile registration are noted in Fort Worth's tributary territory almost without exception.

The Automobile follows prosperity. There is no more sure indication. Don't be led to believe that Fort Worth trading area is in other than first-class condition. And, obviously, the city of Fort Worth commercially is but a reflection of the condition of its territory. West and Northwest Texas are the richest sections of Texas in per capita wealth, in natural resources and in percentage of native-born white population.

Fort Worth's future is assured. Its progressive citizenship is forward looking; and with a certainty of expansion in its trade territory. With the richest section of the State at its back, every condition is most favorable for the more rapid growth.

FORT WORTH STAR-TELEGRAM

largest circulation in Texas by more than 10,000, as shown by Government report October 1, 1920.

Charter Member A. B. C.

Circulation now

Over 75,000 daily **Over 90,000 Sunday**

AMON G. CARTER, Vice-Pres. & Gen. Mgr. A. L. SHUMAN, Advertising Manager.

"The Art of Hospitality"



Newspapers Replaced the Kick in Virginia Dare Wine

When the Prohibition Law was passed, the future of Virginia Dare Wine looked dark, but it was found that scientific dealcoholing after the Wine had been fermented and matured left the flavor undisturbed. In fact, even with the alcohol removed, concentration slightly intensified the taste.

For nearly one hundred years Virginia Dare has been the popular light Wine in all parts of the country, and it was more largely consumed than any other single brand in the United States, either domestic or imported.

But—would the people be as eager for Virginia Dare without the alcohol? *There was only one way to find out, and that was by extensive Newspaper advertising.*

No great splash of space was used, conservative copy and strong appetite appeal being the rule. It was explained that while the Wine now contained less than ½ of 1% of alcohol as prescribed by law, the flavor remained the same; was just as delightful plain, or mixed in punches, cobblers, highballs, cocktails and rickies as of yore.

The response was almost instantaneous. The sale of Virginia Dare Wine without the alcohol exceeded $300,000 monthly, *the highest record in the history of the Company.*

This is specific evidence of the power of Newspaper advertising in overcoming a real crisis.

Do *you* crave the taste of your old-time sales kick?

Newspaper advertising is for sale.

Invest in Newspaper Advertising

E. Katz Special Advertising Agency

Established 1888

Publishers' Representatives

NEW YORK CHICAGO ATLANTA KANSAS CITY SAN FRANCISCO

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

J. M. Hopkins, President;
H. B. Williams, Vice President;
E. B. McCaffrey, Secretary;

ADVERTISING & SELLING CO., Inc.,
471 Fourth Avenue, New York, N. Y.
Telephone, Madison Square 1765-6-7

Ralph B. Smith, Managing Editor;
George Roosevelt, News Editor.

30th Year | DECEMBER 25, 1920 | Number 27

Santa Claus' Prospects at Christmas Should Be Yours the Year Around

Yours Now and Yours When They Are "Grown-Ups"—But You Must Be Wise Enough to Cultivate the Juvenile Market

By PAUL W. KEARNEY

LAST week I was prowling around a little gift shop in Brooklyn, trying to conquer a Christmas list that was getting the better of me. The shop was chockful of attractive things—but it is so hard to buy for a bunch of women!

In the midst of my mental wrasslin' a little chatter-box, about six years old—yes, it was six, for that was the third thing she told the assembled customers—blew into the arena with some money in her tiny purse. Under the protection of a running fire of conversation, this youngster flitted from one counter and case to another, pricing whatever she was interested in and not missing a thing.

HOW SHE DECIDED

As an advertising man, you'll throw out your chest at her ultimate verdict. "I guess I'll take one of those Eversharp Pencils," she said. "They are real handy, aren't they?

"There are a lot of nice things here, all right, but I've seen the advertisements for Eversharp Pencils and that's what I guess I'll take," she chattered on. Since she paid for her purchase and took it along, there isn't anything else about her that you'll be interested in except for the generalities.

These, gentlemen, are the true facts of the case. This isn't a padded ballot rigged up for the story. I didn't take the names and addresses of any witnesses, but there were quite a few. And the whole point of the incident—which, I might say, is Eversharp—is also that most advertising men of today don't begin to understand this generation of kids.

You may remonstrate on the grounds that you have one or two. But that, in itself, doesn't prove anything. Usually the man with a child gets all puffed up about the cleverness of his youngster when, as a matter of fact, the child is only an average son or daughter, no more intelligent or keen than the majority of others.

This may seem to have no direct bearing on advertising to children. But it has. Its relation enters the subject on the grounds that you will never win a market until you understand it thoroughly. By that token, you'll never make much success selling children until you wake up to the fact that the children of today are going forward faster, learning more per minute, and retaining more per day than you and I are!

That six-year-old girl in the gift shop not only made her own purchase in a fraction of the time it took me to make one, but she gave me an idea again that I once had but had forgotten. As things stand now, I have bought three gold and one silver Eversharps for gifts. Hasn't it paid the Wahl people to convert that youngster to their ranks? Yet the sin is that she came into the fold as a casual or incidental—she picked up her information in a grown-up magazine, most likely, and not in one of the juvenile papers she probably reads. I hold no brief for anyone, but I most decidedly take up arms for the entire group because I realize the value of any army of kids backing any product.

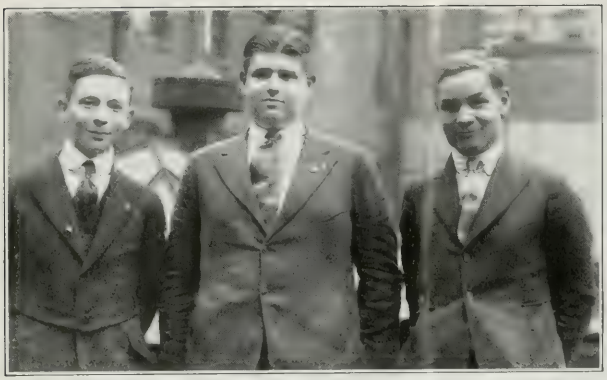
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You must remember, of course, that children aren't what they used to be. During the childhood of most of our advertising men kids were "seen but not heard." They were just naturally "sat on" by their dignified but mistaken elders. In my day, which isn't quite so far back, I was both seen and heard, but I didn't have much to say of interest. Most of my generation ran wild as compared to our fathers. Today the difference is even more distinct.

THEY DO THEIR OWN BUYING

Where I used to gloat over a nickel, the youngsters of today expect and get a dollar. Where I doled out a penny for sticky candy, these kids spend a dime or a quarter. Where I shyly sucked my thumb and dumbly pointed to what I wanted, these kids look over everything in the place and buy what strikes their fancy.

In short, today's juveniles constitute a live market. They can be reached and, in the case of comparatively small things, they can buy without putting the motion before the house. In the case of bigger things, perhaps, you fellows with youngsters of your own already know how they work the old-time













Here's what we mean when we talk of "the younger generation" and "the juvenile market"—live, healthy, acquisitive youngsters who to-day are both "seen" and "heard" as buyers and whose buying fancies are well worth controlling for to-day and to-morrow.

lobby game until they get what they have their minds set on.

Today's juvenile market is a tangible, controllable, definite buying power possessing a marketable influence and power in the home. The man who sold space in a boy's paper twenty-five years ago probably did it all on the argument that it was good business to "get 'em young and train 'em." That argument still holds, but before we reach it we must realize that, in the process of training buyers for the future, we are also turning out a group of customers for the immediate present. There is no place on earth offering more of an opportunity to learn that truth than behind the counter of a retail establishment carrying anything of interest to boys and girls.

And you mustn't neglect the futurity element, either. To my mind, one of the most serious fallacies of modern advertising is the simple fact that we all blow our millions in sharp competition for the adult's money while most of us totally ignored that adult when he or she was young. In those days there was little or no competition for the young individual's attention from the commercial field, notwithstanding the fact that the individual's mind was still in the making and quite free from the habits and customs of maturity that so many of us find difficult to overcome now.

When you and I were young there weren't many advertisers telling us about their wares. But now that you and I have set opinions and very definite ideas, all of them are struggling to batter down precedent and tradition and habit.

I have always understood that the best time to start learning a foreign tongue was during childhood. The mind is plastic and easily shaped. Outside influences are sharper; they make a more lasting impression. On the spur of the moment, I can't tell you what I was doing or where I was at 11:30 yesterday morning, yet I can tell you all about the day McKinley was buried—which is the oldest thing about my life and its memories that I can recall clearly.

If it is easier to teach French to a seven-year-old American than it is to a thirty-year-old Yank, then it must be easier to teach the fine points of Indian Motor-cycles or Swift's Premium Ham or Lux or Ivory Soap or Edison Mazda Lamps to a seven-year-old than to a thirty-year-old!

Surely it is more beneficial. Few religionists advocate waiting until a person is thirty before making him a Christian or a Jew or a Mohammedan. Chances are that if they did no one would be anything for more than a month at a stretch. As one sect after the other dug up its good sales points and covered up its bad ones, the man or woman prospect would switch and change just as we do in the matter of advertised goods. It seems safer to the churchmen to "get 'em young and train 'em."

For even if the competitor does

(*Continued on page* 20)

A. N. A., Now International in Scope, Plans to Make 1921 Busier Year Than Ever

Association of National Advertisers Enables Manufacturers to Reap Benefits of Valuable Cooperation in Market Study

Looking back over the activity at A. N. A. headquarters throughout 1920 *and forecasting even greater activity in the year to come, Mr. Sullivan describes clearly and straightforwardly the general and individual service which the Association is able to perform for its members. He reveals the A. N. A. as a clearing house for* 320 *manufacturers "who are using advertising, co-ordinated with individual selling, to extend or maintain their distribution of merchandise." On its schedule of routine for* 1920 *was the preparation and issue of* 29,478 *data services, not including general bulletins.*

By JOHN SULLIVAN,
Secretary-Treasurer, A. N. A.

EACH year, during the past five, advertising trade publications have asked for reviews of the work of the A. N. A. during the preceding twelve months. And each year I have felt like summing up everything in two words, as did the Abbé Sieyes, after he had come through the French Revolution. From the time of the publication of his treatise upon the Third Estate, which made a program for the Revolution, to his becoming a representative of the states-general, by his part in making the constitution of 1793, and through the scenes of violence and riot and death, to his role in forming the constitution of 1795, he lived as closely to events as any man—and helped even in making the events. And yet, when asked what he had done during the Revolution, he laconically answered, "I lived."

"WE WORKED"

So, as far as the A. N. A. is concerned, I could sum up the past year in two words—and would prefer to let it go at those, "We worked."

But such a summing up would satisfy no one, and, without doubt, interested parties would facetiously ask, "What else did you do?"

All the same, just to say we worked should be sufficient, because that places us in the class of all the commercial businesses in our field, and delivers us from the idea that some folk have about the operations of trade associations—an exploded and ancient idea, but persistent with some; as is shown when men who are not well informed about the A. N. A. ask me, "What else do you do besides being secretary-treasurer of the Association?"

Before mentioning some outstanding accomplishments, suppose I say something about the daily and regular work of the A. N. A. office. This office is a clearing-house for three hundred and twenty manufacturers who are using advertising, coordinated with individual selling, to extend or maintain their distribution of merchandise. The A. N. A. office is their A. N. A. Department. Instead of each company employing men direct to get marketing information for them, and thus incurring salary and other heavy expenses, A. N. A. concerns take advantage of the mass of such information which is pooled at and disseminated from their A. N. A. Department; pooled at and disseminated for the purpose of enabling such concerns to avoid unnecessary experimentation in advertising and selling.

Just to give some idea of the extent to which this A. N. A. Department is used, the figures of service may be given. Data services are individual and separate, and do not include any general bulletins or reports. Each unit is a piece of desired information in the conduct of a member's business. For the fiscal year ending November 30, 1920, the number of these data services was 29,478. The average membership throughout the year was three hundred; so that each member received, on an average, ninety-eight data services. A list of those services would fill, probably, several issues of ADVERTISING & SELLING; so it must suffice to say that the 29,478 included everything relating to the marketing of goods by mass selling and individual selling, domestic and foreign.

Speaking of foreign marketing reminds me of the outstanding work of the Export Committee. Each member of the committee had assigned to him a foreign country or group of countries, and each man collected information along specified lines from the entire membership about that country or countries. Some of the reports turned in are in pretty complete shape, and all reports will be completed at an early date. The reports are in loose-leaf form, and supplementary sheets will be sent out from time to time. This committee has worked extremely hard, and the results show what can be done by cooperative effort wisely directed by such a committee chairman as David L. Brown, of the Goodyear Tire & Rubber Company, and such vice-chairmen as Mark Kellogg, of Burroughs Adding Machine Co., and W. S. Lockwood, of the H. W. Johns-Manville Co.

WIDE RANGE OF INTERESTS

The general work of the Association is, if anything, even greater and more money-saving than the individual service. This work is not only of a standardizing, protective and promotive character, but includes anything that may come to hand—and many and important things have a way of coming to hand in A. N. A. work. You see, our work is not only national, but international. We have, for instance, a working arrangement with the Trade Marks, Patents and Designs Federation, Ltd., of Great Britain, whereby mutual and cooperative action will be taken when and if necessary to prevent legislation that may seek to invalidate trade-mark rights and interest, and so to complicate international commercial relations. Then the A. N. A. office has more than ever during 1920 become a kind of port of call for foreign advertising men and interests. Literally, our interests and connections extend "from China to Peru," and then some.

The story of the work done in Boston in preventing an advertising tax on outdoor advertising, and establishing a code of conduct for that form of advertising—apparently necessary because of its pre-eminently



MONT H. WRIGHT

public nature—has been told in Advertising & Selling, so that it needs little more than mention here. The experience showed that legislators are amenable to reason and to the force of facts they can understand; also that something else than *advertising* terminology is necessary to win legislative victories for advertising as a factor in the national life. Those Massachusetts legislators understood what *mass selling* meant, but we might have talked about *advertising* until we were black in the face, and they asleep, without being able to accomplish our object, which, by the way, was a matter of public interest—a very important consideration when dealing with legislators.

To keep down advertising rates may not be popular with sellers, but one group of sellers will doubtless congratulate itself next year that we persuaded it to step "delicately." Back in July, we told some hundreds, and, ultimately, around fifteen hundred, outdoor plant-owners not to ignore the "moving finger" which, after canceling outdoor advertising plans because of costliness, might not be "lured back" by "piety" or "wit" or "tears" to "cancel half a line." They listened, and, by and large, followed our advice—for the third time, by the way. In the past two years, such action by the A. N. A. has saved several millions of dollars for national advertisers, and, also—this is, perhaps, even more important—enabled the outdoor advertising men to get on to a sounder business basis.

During the past year the A. N. A. has appointed a representative in Washington; not for lobbying purposes, let me hasten to say; but to keep us informed regarding legislation that concerns or affects advertising and selling; also about postal matters, trade-mark matters, etc.

It has always been A. N. A. policy to cooperate with organizations of sellers of advertising space, material or service, or with other factors in its field. But this past year there has been an unusual amount of activity in this direction, and, without a doubt, 1921 will see even more. And such co-operation brings results—to each side, of course, else it could scarcely be called co-operation. We have worked effectively with the A. B. C., the A. A. A. A., the A. A. C. of W., and if only they are as desirous to get together as we are we will have more to do with the publishers' associations than even in the past.

As for 1921—well, we will just go on working—only harder than ever.

Mont H. Wright, New A. N. A. President

Publicity Director of John B. Stetson Co., Who Heads Our National Advertisers, Will Undoubtedly Make "a Perfect Fit"

PHILADELPHIA again is honored. With the election of Mont H. Wright, publicity director of the Association of National Advertisers, there is conferred upon the "Quaker Town" a dual distinction—that of having had two of her sons—Rowe Stewart and Mont H. Wright—signally honored this year by the advertising and business world. Rowe Stewart was chosen to head the Associated Advertising Clubs of the World; Mont Wright was chosen to head the national advertisers.

Still more interesting and significant is the unusual coincidence that both of these successful Philadelphians started their business careers together. It was on a newspaper, the *North American,* under the direction of M. F. Hanson, over twenty-two years ago.

Mont H. Wright was eighteen when he joined the Philadelphia *North American.* He had received his education in the public schools of the city, and it was his first job after being graduated from Manual Training School. That he was successful from the very start is shown in the fact that two years later, in September, 1900, when the newspaper organized the North American Relief Expedition to Galveston, Texas, young Wright was selected as one of the members. The following year he went with N. W. Ayer & Son, Philadelphia advertising agency, and with this concern he was identified for ten years.

In his years of agency work, Mr. Wright built up the foundation for his present success. He acquired that vast advertising experience which is obtainable only in the advertising agency. Since November 1, 1911, he has been with the John B. Stetson Company as publicity director. Mr. Wright holds among other honors a directorship in the Philadelphia Chamber of Commerce, and membership on the executive committee of the National Association of Corporation Schools. He was director of publicity for M. G. Brumbaugh when the latter was the successful candidate for Governor of Pennsylvania. During the war he served as director of Public Information of the United States Food Administration for Pennsylvania.

Advertisers

Can Avoid the Advance in Rates

JANUARY 1, 1921 IN THE NEW YORK GLOBE

by sending in their contracts for 1921 space at present rates to reach The Globe by 12 noon on Monday, January 3, 1921.

The Globe sincerely believes that the peak of print paper and labor prices will have been reached and passed before the end of the first quarter 1921.

The Globe offers the National Advertiser until January 1 the advantage of a stationary rate, if he wishes, on year's contract.

The Globe's rate to the average foreign advertiser represents the lowest percentage of increase over pre-war prices.

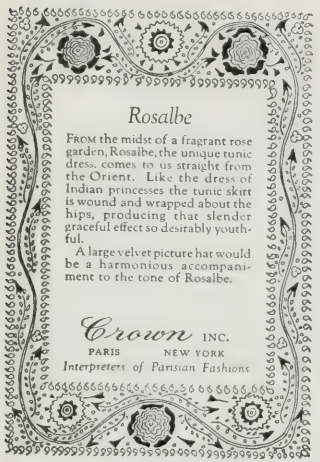
MEMBER A. B. C. **THE NEW YORK GLOBE** 170,000 A DAY

JASON ROGERS, Publisher

These specimens of Crown copy illustrate two unique features of the company's advertising.

On the right is a reduction of a recent newspaper rotogravure page that really "talks French." Note how the right effect has been obtained by the use of Helen Anita Haas' ultra-Gallic models and the little cuts of familiar Paris.

Below is a reproduction of a Crown dress tag describing the particular mode in adjectives fascinating to the feminine mind and cleverly suggesting accessories which milady will want forthwith.





Selling Paris to Podunk

How Crown, Inc., Has Built Up an Unusual Service to "Interpret" French Fashions for Mrs. Small Town Buyer

By VIVIAN FRISBIE

WITH Paris *always* the last word in "Fashion," where is the woman who doesn't want a real Parisian gown? They've never been easy to have. Some women may "shop" in Paris and, for others, American manufacturers have long brought models from France to copy here—but these Parisian modes are not many and only for the woman of means. What of her sister in "Podunk"? Must she ever be content with the fascinating bits of feminine frills that tempt her from the pages of Fashion magazines—with dreams à la Cinderella of *real* Parisian gowns? In the yesterdays—yes! But today—No! Crown, Inc., has bridged the gap from Paris to "Podunk" and—presto!—real Parisian dresses are brought to the very door of the small-town American woman and at a price that she can pay.

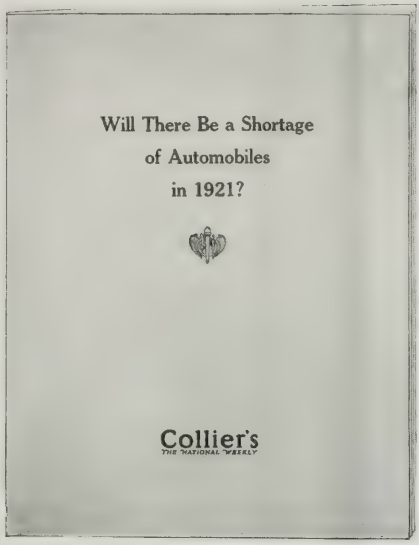
Crown, Inc., has developed in the ready-to-wear industry a most unique and unusual merchandising plan, which, based on the old "exclusive agency" scheme, yet differs very radically in fundamental methods of operation. Its manufacturing department is located in New York. Its designing staff is in Paris and the company does *no* designing in America. Its Paris staff is composed of Parisians and, in an atmosphere conducive to the inspiration of Parisian styles, these designers watch carefully every changing mode and anticipating the French fashions recreate them to meet American needs. Models designed in Paris come to New York with the greatest speed. In fact, we are told, when a new vogue is first revealed by the great creators at the famous races at Longchamps or Anteuil, Crown presents its correct American adaptation at the races, but in America, at the same time.

Every possible dress need is covered by the Crown plan. Models range from two to four hundred a season. A unique feature is a small label attached to every gown indicating the season productive of the mode—this that the customer may be sure of the authenticity of the fashion. Each dress bears an individual cloth tag describing the historic background on which the style is based and offering suggestions for hats, accessories, etc. This gives a little human interest touch which should

Collier's

THE NATIONAL WEEKLY

5¢ a copy



Collier's booklet entitled "Will There Be a Shortage of Automobiles in 1921?" is now in the second large printing.

Send for your copy.

Read Collier's

have a marked feminine appeal—and prove a valuable selling help to the salesman.

Crown has distributed several unique booklets in America to merchandise its plan. Included are diverting stories of how Parisian fashions are interpreted and adapted to American needs by Crown designers in Paris, such as "Why Parisian Style Must Be Transposed for American Women in Paris," a booklet which has attracted wide attention. "American women must have French modes," says this little publication, striking at the heart of the Crown idea, "but, differing from France in race, temperament and climatic surroundings, these styles must be modified to meet American needs. Heretofore American women have had to accept either unchanged French fashions designed for a world of society totally apart from their own, or copies or adaptations made in America which are as far from Parisian taste and inspiration as New York from Paris itself. With the Crown plan Paris styles are brought to the very doorstep of the American woman even in the smaller towns."

THE ADVERTISING CAMPAIGN

Crown, Inc., has launched an advertising campaign comprising page advertisements in metropolitan rotogravure sections making a direct appeal to the "Wholesale Dress Buyer." Attractive illustrations portray "Paris-Style" gowns. Buyers of the "better stores" are invited to be present at an exhibit to be held at the Crown headquarters in New York. A further appeal is made to those store executives who seek authentic fashion information for pre-season modes—as the Crown display is declared to be complete in new styles, new fabrics and an ultra-American version of Parisian modes. A novel illustration feature lends true Parisian atmosphere to the copy. Cuts of the Rue de la Paix in Paris, the world's greatest fashion street, where the studios of many renowned couturiers are found, and of the Arc de Triomphe, the Pre-Catalan and other points of interest in the great French metropolis, appear in the corners of these full pages.

The merchandising features differ materially from the most exclusive agency plans. Crown requires no signed contract between its agent and itself. The agent is not obligated to buy on contract any specified number of styles or dresses. He may buy few or many, and those styles best suited to his needs.

The range of price is declared to be as wide as is the variety of materials. The styles range from two to four hundred in a season and from these, says Crown, every agent can find any number of dresses that will meet his requirements. There are no restrictions placed on the agent insofar as the number of other lines he may represent.

The Crown dealer represents Crown fashions exclusively in his territory. After the usual dealer-helps a local advertising campaign is conducted in his town covering one full-page announcement and no less than three smaller advertisements to follow. We are told that, "through the intensified efforts of the Crown offices both in New York and Paris, and the advertising campaign Crown goods move almost automatically. Regardless of the fact that the Crown plan has been in existenc for only a little over one season, many agents have found that this cooperation not only makes Crown goods exceedingly salable, says Benjamin Wilk, sales and advertising manager of Crown, Inc., but stimulates the sale of the entire ready-to-wear department."

The Crown merchandising plan, he adds, is proving a distinctly valuable asset to the Crown dealer in the "Buy-at-Home" movement, because the woman in "Podunk" may purchase dresses in her own town which she heretofore had to buy in a neighboring city.

As a final bid for the reader's attention, Crown, Inc., advertises that prices of Crown products do not exceed those of ordinary domestic goods, due to the fact that, while the designing and adaptation of the fashions is done in Paris, the gowns are made in America and all duty is therefore eliminated except that on the original models which come from the other side.

This is, indeed, bringing "Paris" to the very threshold of the American home!

Why Is It?

By PAUL YOUNT

They hire their experts trained for Books,
And geeks who know the hooks and crooks
Of bringin' in the Golden Disks,
And cuttin' down the Leaks and Risks.
Yes, they employ skilled engineers
Who rave on blue-prints, shafts and gears,
And there are scads o' girls and clerks
To decorate the bloomin' works,
Their salesmen must be up to snuff—
Carefully drilled to sell the stuff,
And in the factory there are slews
Who tinker round with bolts and screws.

But when they want to Advertise,
(Get ready for a Big Surprise),
They pick on Jim or George or Bill
Who has a raft o' Time to Kill,
Or, Two or Three o' them will get
Their heads together in a sweat,
The "Ads" they Somehow figure out,
A job they don't know beans about,
They stew around the live-long day,
Then wonder why the Ads don't pay.

Why is it that they do not think
They need a level-headed gink
Who knows the Advertising Job
Just like the geezer or the slob
Who hoards the Cash or makes 'em sign
"Right Here, Please, On The Dotted Line"?

Another Advertiser Looking for an Agent

Planning Campaign and Wants Some One to Handle Appropriation

Advertising & Selling,
New York City.

Gentlemen:

We are planning to set aside a certain amount each year for the advertising of our line of goods.

We have been in business for the last thirty years, but have never entered into any definite advertising plan. We thought, possibly, you folks might be able to refer us to such information as would be of help to us in determining the proper channels to follow, so that we may advertise intelligently.

We have given the subject quite a great deal of study in the past two or three years, endeavoring to determine the exact season to advertise, the correct mediums and whether we should advertise direct by mail, or in the trade magazines or otherwise.

We will be very pleased to hear from you.

Yours truly,
THE COLUMBUS HANDLE & TOOL COMPANY, Columbus, Ind.
Dict. by Wm. F. Bassett.

Advertiser With $100,000 Account for Some Agency at Frederick, Md.

Through an oversight the address of the Auto Motive Tractor Corporation of America, which is looking for "a live advertising agency" to handle its $100,000 account in 1921, was omitted from the reproduction on Page 10 of the December 18 issue of the letter addressed to Advertising & Selling by W. J. O'Hara, general sales manager of the firm, outlining his needs.

The Auto Motive Tractor Corporation is located at Frederick, Md., where Mr. O'Hara can be reached by agents who wish to get in touch with him.



Your Financial Background

Building a background for a business is one of the most important and far-reaching functions of advertising.

Building a *financial background* for itself is one of the fundamentals of every business—the aim of every individual.

Every business or individual planning well ahead will seek to strengthen the background of "investment account" year by year.

Building a financial background is the mission of The National City Company which investigates with utmost care thousands of issues of securities. From such investigated issues this organization purchases only those which it is willing to offer to its clients.

At present market prices, the yield from bonds and short term notes combining strong security with liberal income is unusually attractive.

Funds, either temporarily idle or available for long term investment, may be placed on an attractive basis in well chosen long term securities.

We shall be pleased to aid the readers of Advertising and Selling in adjusting, further developing, or in starting an investment account.

We invite correspondence to this end, or we will mail our current monthly Purchase Sheet, offering a wide range of securities which we recommend, upon request for AY150.

Bonds ***Preferred Stocks*** ***Acceptances***

THE NATIONAL CITY COMPANY

HEAD OFFICE
NATIONAL CITY BANK BUILDING
NEW YORK

UPTOWN OFFICE
FIFTH AVENUE AND 43RD STREET
NEW YORK

A. A. A. A. Service to Advertising in Past Rewarded by Prospect of Big Year Ahead

Members of American Association of Advertising Agencies Will Place More Business in 1921 Than They Have in 1920

"Every factor in advertising benefits by the operations of the American Association of Advertising Agencies," says Mr. O'Shaughnessy, recounting Association achievements. "The publishers can now look to each succeeding year with a degree of certainty which could not have been possible if the service to advertising were not on an organized basis with the strength and refinement of definite ethics. The advertiser can now make his appropriations for the approaching year with as much confidence as ever attended the purchase of his tangible materials. These improved conditions in advertising form a safeguard of general prosperity."

By JAMES O'SHAUGHNESSY,
Executive Secretary, A. A. A. A.

EVERYBODY knows that the year soon to close has been a good one for advertising. By "everybody" I mean at least those who read Advertising & Selling and so keep themselves generally informed as to advertising.

Nearly everybody knows that service to advertising had more to do with this phase of prosperity than any other of the several things entering into the situation.

With a lesser degree of service or with a lower quality of service advertising would not have reached the heights nor would it have avoided uncertainty at even a lower altitude.

THE WORK OF THE ORGANIZED AGENCIES

To speak of building service which brought into materialization the volume of 1919 and 1920 is to invite attention to the work of the organized ethical body of advertising agencies.

Organized improvement to service was necessary to create that volume. It was, by that fact, more than necessary to steady it and maintain it so that it might be projected to still higher levels.

Analysis of what has been done to bring advertising to its present status reveals the power of the organized processes.

Advertising lineage finds its total in two things. One of them is constructive.

We have passed the stage where advertising can be expected to volunteer itself any more than the farmer can expect an adequate crop of volunteer grain.

Much of advertising must be constructed now and by agency organizations highly skilled in the work. This fact is as big in advertising as the sun is big on the horizon. The work of the American Association of Advertising Agencies has adduced every proof of that great fact. Further confirmation will be found in the figures of the ensuing year.

The members of the association will place more business in 1921 than in 1920. They know they will place it because they have constructed it. They laid the foundation for it and they built it.

We are just at the end of the third full year of the work of the association. It began with its hands filled with things to do, in November, 1917, and it has never permitted itself to have an idle period.

It will be interesting to the readers of Advertising & Selling to know that its work is carried on by the full membership of the association, every member doing his share of it and every member looking to the improvement of the totals in advertising to find his reward.

The bulk of the work done by the association since it began has been directed towards the improvement of the service given to advertising by its members.

ALL STRIVING FOR SERVICE IMPROVEMENT

We have had a great deal to do, it is true, with related interests. These were on the surface and have attracted more attention, but they have been by far the lesser things undertaken and accomplished.

Every member of the association is more proficient as a result of the association's interior operations. This is true of what are called big agencies. It is equally true of what are called small agencies. The membership includes many small agencies as well as the very biggest.

This interior upbuilding is due to the broad view of those to whom the shaping of the association was confided. The big men in the association at the beginning of its work had the vision to see that the thing from which all of them suffered, big and little, was bad competition. They realized that competition was bad, where it was bad, because of undisciplined thinking rather than defective intention. Thereupon the task of making every member of the association capable and deserving was adopted as the guiding principle of its work.

PROGRESS IN 1920

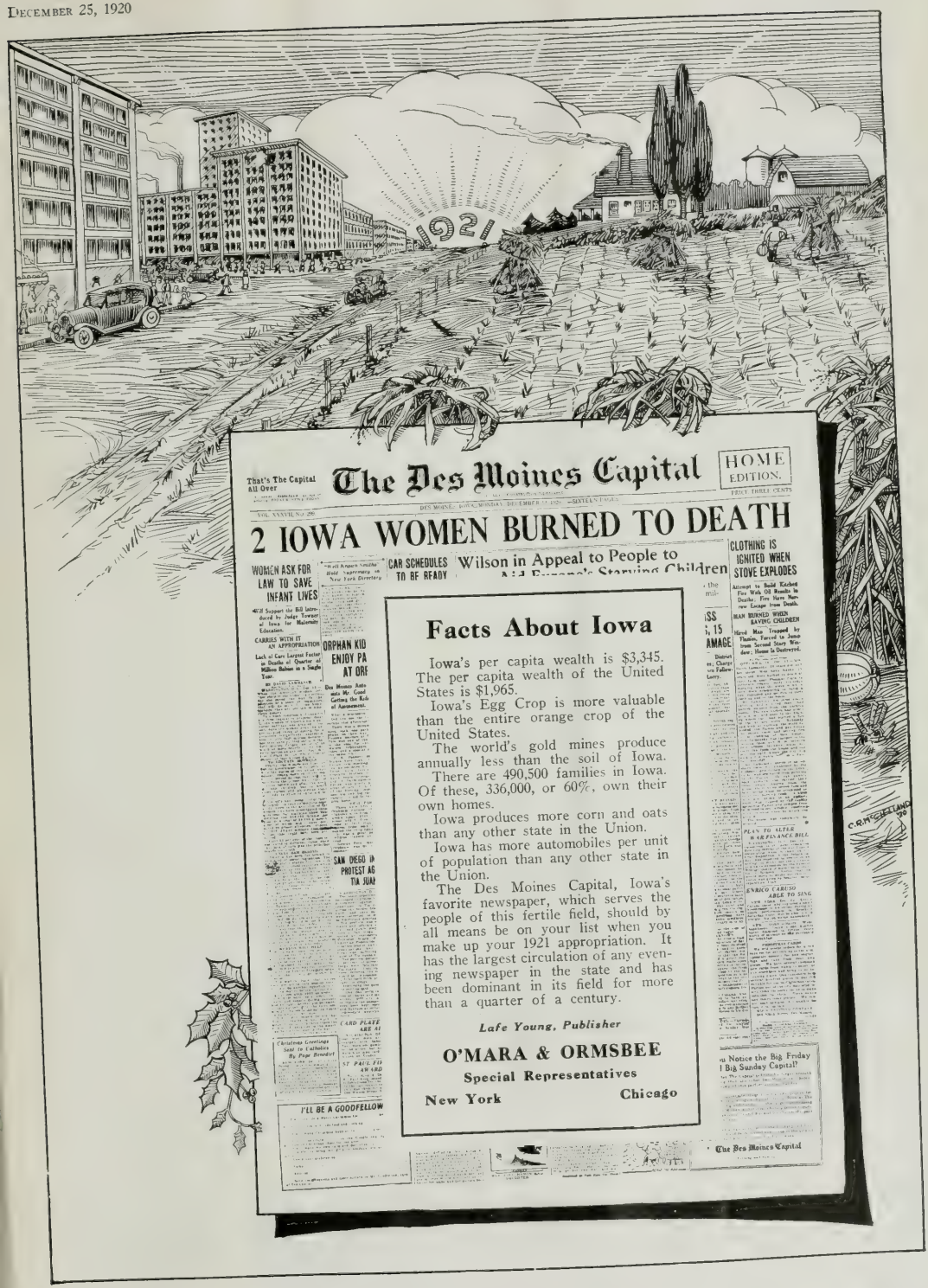
The first big step in bringing this about was to throw the wisdom of all experience into a common fund. The great secrets of each member became the property of every member. Formula then took the place of feeling or trying for effect. Drudgery dwindled and brains were released for planning and construction.

In the first two years of the operations of the American Association of Advertising Agencies the most of the waste and drudgery was eliminated. The years 1919 and 1920 received in a distinctly marked degree the value of improved service from all of the agencies in the association.

The advertising placed in 1920 in the main was sound advertising. I am speaking now of the national placing, so very much of which was handled by members of the association.

It is particularly encouraging to the future of advertising that so great a percentage of the total of the national volume has the benefit of the guidance and interchange of thought afforded by the American Association

(*Continued on page 32*)


1921
That's The Capital All Over
The Des Moines Capital
HOME EDITION.
2 IOWA WOMEN BURNED TO DEATH
WOMEN ASK FOR LAW TO SAVE INFANT LIVES
CAR SCHEDULES TO BE READY
Wilson in Appeal to People to
CLOTHING IS IGNITED WHEN STOVE EXPLODES
ORPHAN KID ENJOY PA AT ORE
SAN DIEGO D PROTEST AG TIA JUAN
I'LL BE A GOODFELLOW
Facts About Iowa
Iowa's per capita wealth is $3,345. The per capita wealth of the United States is $1,965.
Iowa's Egg Crop is more valuable than the entire orange crop of the United States.
The world's gold mines produce annually less than the soil of Iowa.
There are 490,500 families in Iowa. Of these, 336,000, or 60%, own their own homes.
Iowa produces more corn and oats than any other state in the Union.
Iowa has more automobiles per unit of population than any other state in the Union.
The Des Moines Capital, Iowa's favorite newspaper, which serves the people of this fertile field, should by all means be on your list when you make up your 1921 appropriation. It has the largest circulation of any evening newspaper in the state and has been dominant in its field for more than a quarter of a century.
Lafe Young, Publisher
O'MARA & ORMSBEE
Special Representatives
New York
Chicago
The Des Moines Capital

What General Magazines Offer the Technical Advertiser

Leading Technical Publicity Into a New Field to Reach the "Ultimate Buyer"

The general magazines are bidding for a share of the technical advertiser's appropriation and have succeeded in swinging into a new field much advertising never before seen outside the technical publications.

Not everyone among the advertisers or among the publishers has understood the "selling points" behind this campaign.

Earle W. Bachman, Director of New Business of The Quality Group, says that the general advertising should be a plus effort added on to space used in technical publications—an effort aimed to reach the "ultimate buyer" of technical products.

This report of a talk he gave the Technical Publicity Association at its December dinner deals with that "ultimate buyer" and throws a bright light on the whole subject.

WHILE a few manufacturers of technical products have expanded their advertising beyond the technical press and use general magazines, there are still a large number who confine their advertising plans to mediums of a technical character, and many of these firms are represented in The Technical Publicity Association of New York. Discussing this question from a new angle, Earle W. Bachman made a talk at the dinner of The Technical Publicity Association, held in The Machinery Club, New York, December 16, on the subject, "The Quality Market for Technical Advertisers." Mr. Bachman is director of New Business and Market Analysis for The Quality Group.

NO COMPETITION WITH TRADE PAPERS

In his talk, Mr. Bachman emphasized that there is no competition between the technical and trade press and general mediums. To cut loose from theory and get down to actual facts, he used statements from a number of technical advertisers, who told, in their own words, of their experiences with general advertising.

Unquestionably the first thing the technical advertiser must do, he said, is to convince the technical man, the engineer, of the technical merits of his product and, until he has fully developed this side of his advertising, he should not consider general mediums. Before entering the quality market a technical advertiser must decide two questions: first, a question of policy as to whether or not he should expend beyond technical mediums: and, second, if he decides upon general advertising, how much of the one hundred and five million American public should his general advertising cultivate.

The need for general advertising has been demonstrated in several concrete instances, Mr. Bachman pointed out. A large manufacturer recently completed a survey of industrial lighting. In canvassing five hundred industrial corporations his investigators found that 70 per cent of the manufacturers called upon were entirely satisfied with their present lighting equipment, but that only eight per cent of them actually had the kind of lighting they needed and only 32 per cent had what could be termed good equipment. This condition, he said, cannot be blamed upon the technical expert or engineer. Undoubtedly, their inadequate lighting systems had been called to the attention of the various firms by their own or consulting engineers.

WHO REALLY DOES THE BUYING

From this, and several other cases mentioned, Mr. Bachman drew this conclusion: The technical manufacturer should not expect to throw the entire burden of selling his product upon the engineer. It is both his duty and his opportunity to help demonstrate the need of his equipment to the ultimate buyer through advertising in the right type of general magazine.

Merchandising the technical product is, after all, he said, along quite similar lines to those followed in advertising any other product. The actual buyer is the owner of a factory, the official of a corporation, or a banker controlling the investment of funds in the business. The engineer corresponds closely to the dealer in merchandise lines, whose recommendation is necessary to complete the sale and who is an important factor, fully worthy of general advertising support.

This alignment, said Mr. Bachman, is substantiated by several present campaigns. He cited a case in which, in 1915, one of thirty-eight manufacturers, all making identically the same product, sold through architects, engineers and contractors, decided to expand his advertising beyond technical mediums. In the general advertising the company advertised the value of the service rendered by technical experts to a certain part of the general public. He merchandised this advertising to the technical field by advertising in trade publications. Since this general advertising was started in 1915 this company's business has increased over 500 per cent a month, and it is now among the largest manufacturers in its line. In a statement the president of the company says, "The sales plans and policies instituted in conjunction with advertising and assisted by it, I believe, are responsible for this growth." A number of other concrete cases were also cited in detail, demonstrating the opportunity for business expansion offered the technical advertiser by the proper kind of general magazines.

BUSINESS IS CONCENTRATED

Continuing, Mr. Bachman said, "There are 105,000,000 people in the United States. If the technical manufacturer, after due consideration, decides to advertise in general magazines, is it necessary for him to attempt to cover millions of people in order to reach the buyers of his product? Or can he concentrate his advertising geographically by taking a few states or a few cities and cover the manufacturing of the country? Government statistics are the best answer to this question. Sixty-three per cent of all the manufacturing of the country is scattered through cities and towns of less than one hundred thousand population, and if an advertiser should advertise in every one of the sixty-eight cities in the country of over one hundred thousand population he would succeed in reaching only 37 per cent of his market among manufacturers.

"But while business is scattered geographically it is remarkably concentrated. Twelve per cent of the manufacturers in the United States are producing 83 per cent of all manufactured products. If a technical advertising campaign covers a comparatively small number of large firms the campaign blankets the greater part of American industry, and the question is reduced to the problem of selling large business organizations. Results of several investigations show that practically all buying done by business corporations is done by an officer of the company or a member of the firm.

(*Continued on page* 33)

The "Greater Newspaper"

---note the reaction of a "quality circulation in quantity"

For a newspaper to tower like a mountain over all other papers in its field in Advertising gains is an evidence of strength, virility and productiveness not to be denied.

The tremendous impetus given The Herald by its consolidation with The Sun is again made manifest in advertising lineage in November, this year, compared with same month last year.

THE NEW YORK HERALD

GAINED 372,254 Lines of Advertising
(Compared with The Sun last year)

GAINED 120,794 Lines of Advertising
(Compared with The Herald last year)

To grasp the full meaning of this remarkable Herald showing —to more clearly see to what a marked extent the trend of advertising has turned to The Herald's columns—it is necessary to explain that while The Herald was making the enormous gains recorded above

---no other New York Morning newspaper showed a GAIN

Having learned of the tremendous local, national and international influence attained by The New York Herald of recent months, and realizing the vast purchasing power of Herald readers, the best space buyers are placing this "greater" and ever-growing newspaper on their 1921 schedules.

Is The Herald on YOUR 1921 schedule for "full copy"?

THE NEW YORK HERALD

Over 200,000 Circulation

To Build Better Technical Advertising

This Has Been the Aim and Achievement of the Technical Publicity Association Throughout Fifteen Successful Years

In telling this story of the Technical Publicity Association, its first vice-president says: "The T. P. A. has always worked in a quiet, unobtrusive manner; it has not gone forth and sung its own praises. As a result, only those intimately acquainted with its doings have a true appreciation of its accomplishments." He has been asked to recount some of those accomplishments and to outline some of the problems still on the table, that advertisers and publishers may better understand the service which the T. P. A. has rendered, is rendering, and can render them.

By W. A. WOLFF
First Vice-President, T. P. A.

THE Technical Publicity Association, Incorporated, had its beginning in 1905 and is, therefore, the oldest advertising organization, but one, in the world. Histories of advertising will record that this was some years before sundry magazines of the national and popular type had developed directors of research who, in turn, had developed charts, curves, and reams of data calculated to prove beyond the traditional shadow of a doubt that the manufacturer of a technical product must eventually stagnate and die unless he use the advertising pages of said magazine. It was also long before the coming of the excess profits taxes that made the work of said directors of research—oh, so much!—easier.

HOW IT BEGAN

In those calm days of 1905 fifteen men, advertising and sales executives associated with manufacturers of technical products, met to discuss some of the problems concerned with the use of advertising space in engineering, industrial and trade class media. The organization formed with these men as a nucleus stated its purpose to be "the friendly interchange of ideas, presentation of discourses on topics relating to sales promotion through advertising and a general study of all matters pertaining to the organization and functioning of an advertising department and the general advancement of the art of publicity."

To those who have weathered the storms of a number of the meetings of the last few years there may occur a reasonable doubt as to the success attained in adhering fully to "the friendly interchange of ideas." Witness one highly interesting occasion not so very long ago when the Technical Publicity Association was addressed by two labor leaders connected with the photo-engraving and printing trades. Be that as it may, it has been found that controversial subjects are often most productive of fruitful, even though heated, discussion. The work of the technical advertising man concerning itself, as it does, with highly specialized appeals to equally highly specialized audiences, presents many such subjects to a program committee.

Originally, membership in the Technical Publicity Association was limited to advertising and sales promotion men actually identified with concerns engaged in the manufacture of machinery, mechanical or electrical, or of other properly technical products, as differentiated from groceries, dry goods and the like. Representatives of publishers of technical or class trade periodicals, as well as representatives of advertising agencies, were not admitted to membership, although welcomed as guests at the regular monthly dinners and meetings. Within the past few years, however, the growing community of interest existing between the technical and trade press and the technical advertiser has been recognized by the creation of an associate membership to which representatives of the technical and trade press may be admitted. The inhibition barring agency representatives still obtains.

There are, therefore, two classes of membership—active and associate. Associate members have practically all the rights and privileges of active members, including the right to vote. They are not, however, eligible to holding office in the association, although they are eligible to membership on the executive committee, an elective membership.

The association is primarily one of business men interested in obtaining at first hand such information from authoritative sources as will enable the members to carry on their work in a broader and more efficient manner. To attain this object meetings are held on the second Thursday of each month, except during June, July, August and September.

These meetings, held at present at the Machinery Club in the City of New York, are quite informal. They begin with dinner, which is followed by a brief business meeting presided over by the president, after which the meeting is turned over to the first vice-president, who also functions as chairman of the program committee. The members and guests are then addressed by prominent men, authorities on topics having a direct bearing on the work of the technical advertising man.

MEETINGS MADE HELPFUL

As a rule, one general topic is assigned to two, or possibly three, speakers, if necessary; each man speaking on one phase of a particular problem, so that all possible angles may be covered. The subject and speakers for the meeting of October 14, 1920, will serve as a fair example of the character of the gatherings and their essentially serious nature. "The Banking and Good-Will Value of Advertising," the topic of the evening, was covered from three distinct angles by three speakers, Francis H. Sisson, vice-president of the Guaranty Trust Company; Charles F. Lang, president of the Lakewood Engineering Company, and William R. Wilson, vice-president of the Irving National Bank. During the season of 1919-1920 one meeting was devoted to the subject of "Foreign Trade" and the speakers were Verne Leroy Havens, editor of *International Engineer*, and John F. Fowler, vice-president of W. R. Grace & Company; another meeting was devoted to "National Media and the Technical Advertiser—White Space vs. Copy," and the speakers were F. J. Ross, of the F. J. Ross Company; H. A. Lewis, of McGraw-Hill Company,

(*Continued on page* 34)

Business Publishers Say Rates Must Stay

Speakers at New York Meeting Show Why Advertising Prices Cannot Drop

ONE hundred and seventy-nine members and guests attended the meeting of the New York Business Paper Publishers' Association at the Automobile Club Friday evening, December 17.

The subject which received chief discussion during the evening was "How to Combat the Demand for Lower Advertising Rates."

Malcolm Muir, vice-president of the McGraw-Hill Company, was the first speaker and illustrated his talk with lantern slide charts and statistics. In part, Mr. Muir said that in the early days publishers did not worry about circulation, sales or printing problems. They did not realize the service rendered, and even today, although that condition has passed and although the service rendered has been brought to a high standard, the advertising rates of the various trade papers have been a disgrace to the profession.

One particularly interesting chart shown was used by the *Electrical World*. Based on a period of five years it showed that the mechanical costs had increased 300 per cent, postage 300 per cent and paper 300 per cent, whereas the advertising rate had increased but 150 per cent. Figures on increased costs from April, 1920, to November, 1920, proved costs are still rising. Mr. Muir said and he predicted that costs would not go down for some time and the publisher must expand upon his present service, expand the present prestige and influence of the paper in order to maintain present rates or demand an even higher rate. He warned the publishers of various business papers to study their field very closely, adding that the possibilities of development were immense.

In closing, he cited an experience in visiting a manufacturer who objected to the present rates asked by the McGraw-Hill Company for its papers. Mr. Muir told this particular advertiser that the McGraw-Hill budget for editorial expenses next year would be between $800,000 and $1,000,000 and said that it would be an easy matter to reduce expenses by reducing the editorial budget or by reducing circulation or by reducing mechanical costs, but, in so doing, the influence of the papers and the service rendered by the papers would be impaired so that they would not have the same value for the advertiser.

A. C. Pearson, of the United Publishers' Corporation, said that the slogan of the *Dry Goods Economist* at the present time is, "Whatever they are going to do in general, they need to double our appropriation." He said business papers must "grow or go," and that the publication which considers a reduction in rate has lost its imagination. Reduced rates spell destruction, he declared, and pointed out that most business paper publishers have not found the limit of their fields. Space, he added, is not a commodity but a service.

The average business paper has increased its rate from 40 to 50 per cent during the war period. Industries grow about 5 per cent a year and show in normal times a growth of 25 per cent in five years. Business papers' growth, of course, must correspond with the growth of the industry they

(*Continued on page 24*)

THE WM. H. RANKIN COMPANY
at the International Advertising Exhibition
London, November 29 to December 5, 1920

THE exhibit of the Wm. H. Rankin Company, of New York, Chicago, Washington, Los Angeles and San Francisco, demonstrates the great advance of American Advertising Agencies in the preparation of advertising "copy" and design. No finer examples of the skill of American advertising writers and American advertising artists can be found in the United States than the specimens which are shown at Stand "A" 83 of advertisements and advertising matter which the Rankin Company has prepared for its clients: The Butler Paper Corporations, The B. F. Goodrich Rubber Company, The Haynes Automobile Company, Wilson & Co., Hartmann Trunks, The Cheney Talking Machine, Kellogg Toasted Corn Flake Co., Mead Cycle Co., Grinnell Gloves, Kitchen Maid Cabinets and the Apex Washing Machine. These, of course, are only a few of the clients of this organization. I have been through practically all of the leading American agencies and none of them has a more complete organization than the Rankin Company, at whose head are such sterling men as William H. Rankin, Wilbur D. Nesbit, who is the foremost advertising writer in the United States, Robert E. Rinehart, H. A. Groth and Myron C. Perley. There is nothing that one could think of in the way of efficiency in organization or in the scope of the business of advertising that is not thought of and carried out in the Wm. H. Rankin offices at New York and Chicago. No advertising agency in this country compares with the Rankin organizations in any way—and reasonably so, because American advertisers not only spend vast sums of money in covering the American Continent and other parts of the world, but they have reached a point far in advance of this country inasmuch as they are willing to pay the highest price for the best advertising "copy" ideas, sketches and service. They recognize and put into practice one of the fundamentals of successful advertising: that expensive space deserves the very finest class of appeal. Also, they realize that the present standard of advertisements is such that it is essential to spare neither effort nor money in order that one's announcements shall predominate in design and in strength of appeal. If any European advertiser contemplating an entry into the American market desires the help of a finely-equipped and widely-experienced agency, he cannot possibly do better than place himself in the hands of the Wm. H. Rankin Organizations.



New York Office of the Wm. H. Rankin Company, 50 Madison Avenue Third and Fourth Floors



Chicago Office of the Wm. H. Rankin Company 104 South Michigan Boulevard Tenth Floor, Monroe Building

C. F. H.

An INVITATION *to Advertisers*

Since above was written we have received a cablegram stating that our Exhibit received the first prize at the International Advertising Exhibition—and that our Certificate of Award has been mailed. We believe that the Exhibit which we sent to London showing the work done by our New York, Chicago and San Francisco organizations has never been equaled in point of originality of design and salescompelling copy. It represents the best year's work this organization has ever done in its 22 years' experience. We will have a duplicate of this Exhibit of national, local and export trade paper, newspaper and farm paper advertising on display in our Display Room, 50 Madison Avenue, January 5th to 15th, and we extend a cordial invitation to all advertisers and advertising men to see this exhibit—appointments may be made by telephone. Call Madison Square 1815 and ask for Mr. C. E. Walberg.

Wm. H. Rankin *Company*

WILBUR D. NESBIT, 1st Vice-Pres. ROBT. E. RINEHART, 2nd Vice-Pres. WILLIAM H. RANKIN President H. A. GROTH, Treasurer MYRON C. PERLEY, Secretary

Associated with Chas. F. Higham Limited, London, England

50 Madison Ave., New York • 104 South Michigan Ave., Chicago

WASHINGTON - LOS ANGELES - SAN FRANCISCO - IMPERIAL HOUSE, LONDON

Established 1899

NEWS OF THE AGENCIES

Powers-House Has New Accounts

The advertising accounts of the Thomas Motor Co., Kent, O., builder of the Akron multi-truck, and of the W. B. McAllister Co., Cleveland, are now being handled by Powers-House, Cleveland.

Brotherton-Knoble Add Banks to Staff

S. L. Banks, formerly editor of the *Daily Journal-Herald*, Delaware, O., has become a member of the staff of Brotherton-Knoble Company, Detroit agency.

Mr. Banks was publicity manager for Captain Richmond P. Hobson in his 35,000 mile tour of the country during 1919-20. During the war he was with the Thirty-seventh Division, seeing service abroad.

Remington Agency Promotes Walz

The E. P. Remington Advertising Agency, of Buffalo, N. Y., has promoted Raymond E. Walz, effective January 1, to the position of assistant general manager. Mr. Walz, who has been with the agency for the past five years, has been production manager during the last two.



While the Clowns Play Poker in Winter Quarters

WHILE the clowns and elephants and dainty trapeze girls are in winter quarters Maria Moravsky contributes to The Outlook the most delightful as well as the most useful essay on the American circus that probably ever has been written.

Her article "Uplifting the Clown" appears in the December 15 issue of

The Outlook

"The most-quoted weekly journal in America"

Those engaged in the business of advertising will profit substantially by reading this article. It presents unexpected facts about merchandising that you may never have thought of. We will send a copy of this issue to any reader of "Advertising and Selling" who will write us and ask for it.

On every hand people are saying of The Outlook: "I have never seen such an improvement in a periodical before."

The Outlook abounds in such articles as this that exercise the muscles of the brain, and do it with rare distinction and unfailing quality. No American periodical is more closely in league with life than The Outlook.

It is this nearness to life that intensifies the appeal of your advertising every time it appears in The Outlook.

THE OUTLOOK COMPANY

381 Fourth Avenue, New York

Boston, Mass. 6 Beacon St.

Travers D. Carman, *Advertising Director*

Chicago, Ill. 122 S. Michigan Blvd.

George Batten Co. Holds Second Convention of Clients

The second annual convention of clients of George Batten Company, New York, was held in the Music Room of the Hotel Biltmore, December 9 and 10.

Its purpose was the exchange of ideas and experiences among the various members making up what is called the Batten Family, so that the firms represented would have both knowledge and inspiration to tackle the present and future problems of business. Two hundred and forty men, representing the eighty different clients of the agency, were present at the four sessions. The keynote of the convention, "Now and Five Years from Now," was presented to the members by William H. Johns, president of George Batten Company, in his welcoming address. At each session of the convention an address was made by a member who was considered highly proficient on the subject taken up, and his remarks were followed by short addresses on the same subject by other members speaking from the floor of the convention. The topics covered were: Labor, Sales, Finance and Taxation.

Among the speakers were Senator James E. Watson of Indiana, of the Senate Finance Committee; Hon. Louis T. McFadden of Pennsylvania, Chairman of the House Banking and Currency Committee; Francis H. Sisson, vice-president of the Guaranty Trust Company of New York; George B. McCallum, president of the McCallum Hosiery Company, who spoke on "Industrial Democracy"; Earl S. Barber, sales manager of Alfred Decker & Cohn; Dr. Jacob H. Hollander of Johns Hopkins University, who spoke on the nation's tax problem. An impromptu address was given by George W. Hopkins of the Columbia Graphophone Company. More than twenty clients were represented by speakers on the program.

Thomas W. Lamont, of J. P. Morgan & Company, was unable to be present at the convention, but sent a letter outlining what he considered the six formulas adaptable to business men now passing through the temporary process of readjustment.

Following the business sessions there came a dinner and a special performance of Ziegfeld's 8:30 Revue on top of the Amsterdam Theatre on Friday evening.

C. C. Moore and O. M. Byerly Join Hubbell Agency

The House of Hubbell, advertising agency of Cleveland, has addded Claude C. Moore and Oliver M. Byerly to its staff. Mr. Moore was formerly with the Lees Agency and Mr. Byerly with the agency of Paul Nemeyer & Company.

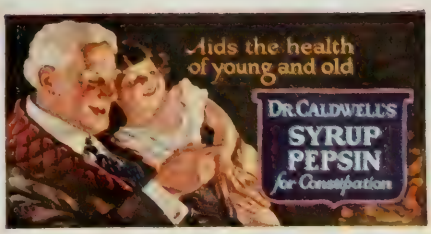
A. B. Hall Leaves the Greenleaf Co.

Arthur B. Hall, who, for nearly four years, has been in charge of the Production Department of the Greenleaf Company, Boston, has resigned from that agency in order to conduct a specialized sales service under his own name.

J. P. Garvey With Nichols-Moore

J. P. Garvey has recently associated himself with the Nichols-Moore Company, advertising agents, Cleveland. Mr. Garvey was formerly with Proctor & Collier of Cincinnati.





SYRUP PEPSIN

Exuberant youth, sturdy old age—the joy of life and health fairly radiate from these new Syrup Pepsin cards. Several years ago the Pepsin Syrup Company started advertising in the street cars. Today their stirring messages of Health appear daily before millions of riders in the street cars, in thousands of communities, from coast to coast.

The four cards reproduced here in miniature were created by the staff of the Street Railways Advertising Company.





CAR CARD ENGRAVINGS BY AMERICAN COLORTYPE CO., CHICAGO AND NEW YORK

"—And Spreads After Dinner"

Take Advertising as a Tonic to Accelerate the Ambition—Convincing Copy Will Do It

By LILLIAN L. EICHLER
Ruthrauff & Ryan, Inc.

Do you get down-hearted? Then read the advertising pages. Have you lost your pep? Then drink heady draughts of copy. Advertising has been recommended for every conceivable use except as a tonic and here comes a writer to remedy that deficiency.

A full page before breakfast, a few quarter pages at lunch and double-page spreads after dinner, according to age and previous condition of pessimism—and you can "put yourself at the big desk," "write short stories," "win fame by toiling overtime," "make the boss keep his eye on you," "get that $50 raise" and store up enough accelerated ambition to last a year.

MANY and varied are the excuses offered for the ambitious lad who leaves the old homestead to seek a career in the big city. But has anyone blamed it on advertising?

When the high cost of living and the elusiveness of the "happy idea" have made me feel particularly despondent, I like to glance through the advertising pages of one of the great American monthlies. My spirits experience an unmistakable surge upward.

THE INITIAL URGE

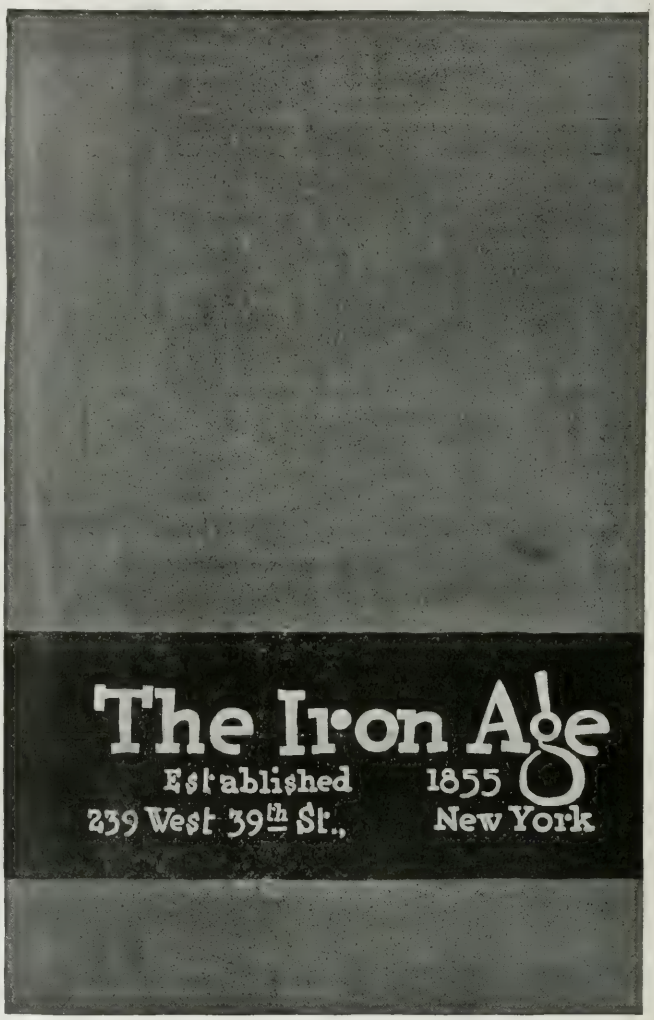
The first thing that greets my tortoise-shell-rimmed eyes as I turn the leaves of a popular home magazine is the rather familiar picture of a busy office. Activities on the part of the office force are quite obviously in the stages of early-morning restlessness. One rather proud and prosperous-looking individual is taking his exalted seat at a desk that bears the gold-plated (or is it gilted?) inscription of "Auditor." Several others, appropriately older and less self-satisfied, are casting fond glances in the direction of the important-looking desk. The well-known high stool and slanted-top desk of the bookkeeper are very much in evidence.

Now, here's where the ambition end of it comes in. The headline tells the world in general and me in particular to "Put Yourself at the Big Desk." After telling the story of men who were once young, alert and ambitious, but who are now in a rut, the "unseen salesman" asks quite pointedly, "In which class are YOU?" And vaguely, I begin to feel discontented with my "daily stint at scrivening" (as F. P. A. would say). I begin to cherish dreams in which nothing less than the copy-chief's desk plays a prominent part.

With a sigh that bespeaks awakening ambition, I turn the page. I am attracted by the picture of a young woman whose face is illumined with the glorious gleam of inspiration, and whose pencil is poised expectantly for the idea that will bring her fame—and $1,000. "Why Don't YOU Write Stories?" I am asked. I forget the high cost of living. I forget prohibition. I forget the League of Nations. I remember only that I have always wanted to write stories—real, live, honest-to-goodness stories that people would read and talk about. Ah, to be able to get away from the old copy-writing desk, into the illustrious field of fiction . . .

SOME WORK INDUCERS

Again I turn, and again I feel the thrill of awakening ambition. "I Put

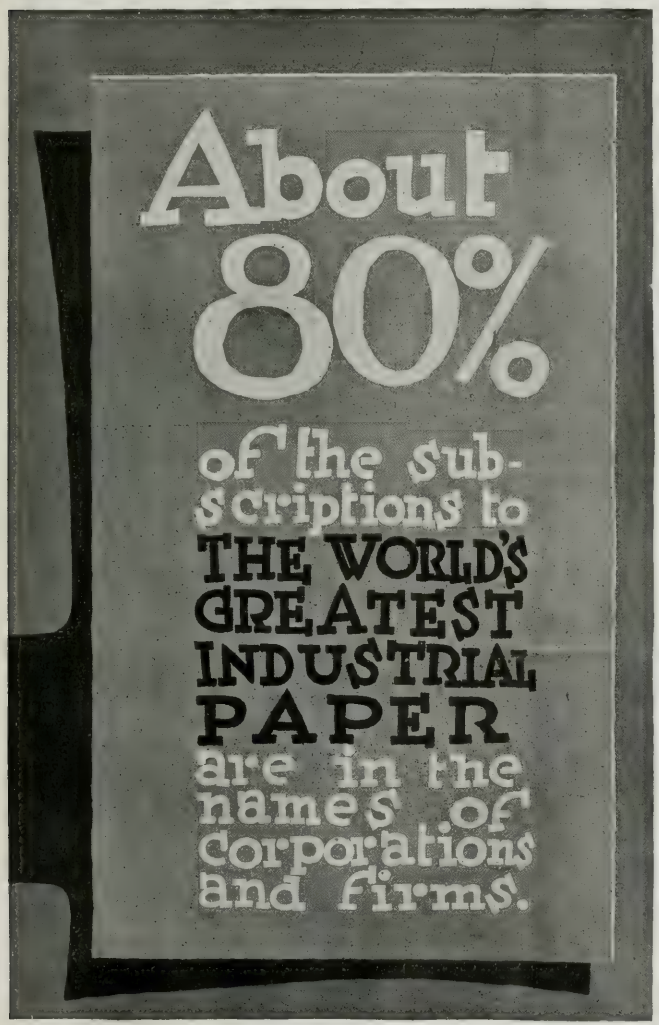


It Off—Just Put It Off!" a headline tells me. I read the sad story of a man who clipped off a coupon, but put off mailing it—and, as a consequence, put off success in his business for seven long years. Am *I* putting off success, I asked myself? Should I turn back to that advertisement that asked me why I didn't write stories and clip and mail the coupon that would bring me free the Wonder Book for Writers? I hesitate, ponder for a moment, and turn on.

This time it is an attractive little sketch that catches my eye. Who is this studious man, writing so diligently in the glow of the candle-light? I read—and discover that it is Thaddeus Fairbanks "working far into the night to perfect his first scale." That is ambition, I tell myself. There is a man who knows the worth-whileness of study, concentration, hard work. And his reward justifies the effort, for doesn't the advertisement tell us that "to-day Fairbanks Scales dominate the world's weighing?" Yes, I must study more. I must concentrate, work, plan, just as Fairbanks worked and planned. I determine to apply myself diligently to my books that very night—and keep a clipping of that sketch near me for inspiration.

"Keep Your Eye on Jim!" is the startlingly bold-faced headline that causes me to stop at the next page. I look at the illustration. It is lunch-hour in a factory. Men are grouped together in attitudes that are conducive to strike discussion. Some of them seem bored with life—factory life particularly. One young chap is sitting apart from the others—sandwich in one hand, book in the other—intent upon his studies. From the doorway the Boss and the foreman watch him, smiling their approval and pleasure.

"Keep Your Eye on Jim!" I read it again, and feel strangely uplifted, stirred—*ambitious*. I wonder if the "men higher up" ever watch me as I pound out copy on my typewriter, and say confidently to each other, "Keep Your Eye on *Her!*" And as I turn the page, I promise myself that I will *make* them watch me—make them plan big things for my future.



AROUSE SELF-REPROACH

We all believe—either admittedly or secretly—that we are worth more than we are getting. *I* admit it. Perhaps that is why I am so irresistibly attracted to the smiling young man who has just drawn his pay-check and found that his salary has been increased. "Another $50 Raise!" is the headline. I reproach myself for not being the one to have received that $50—and I determine to try harder than ever to convince my employers that I am worth it.

I am now way in the back regions of the magazine—the last page, in fact. An imposing picture of a tombstone impresses me with its solemn dignity. I read the headline—and reread it slowly to let it sink in. "Impervious to the Elements" is written in graceful letters beneath the stone. As is the way of unruly imaginations, I begin to wonder whether my footprints on the sands of time will be impervious to its resistless, unconquerable flight. I cannot restrain my ambitious enthusiasm.

"I shall build a solid foundation—solid as this granite monument," I tell myself. "I shall work wholeheartedly for that success which is my ultimate goal. Day after day, month after month, year after year, I shall strive, building step by step a career that will be impervious to the flight of time—even as this 'hard, everlasting, gray granite monument' is impervious to the ragings of the wildest storm."

I turn over the last page, and place the magazine aside. What is it that makes me feel so keen, eager, anxious to meet and conquer problems? What is it that makes me feel so willing to sacrifice everything—yes, *every-*

(*Continued on page 34*)

Publishers Discuss Rates

(*Continued from page* 19)

represent. On such a basis, Mr. Pearson pointed out, business papers were justified in making an increase in advertising rates of 25 per cent during the past five years. He stated that if business paper space had increased in proportion to commodities, a decrease could be given today.

Volume is the only thing that has saved the business publisher, said Mr. Pearson, and the advertiser is getting that benefit today. At the present time, he pointed out, costs are up and volume going down and stated that a decrease could not possibly be allowed. As a matter of fact, the business papers will have to increase their rates, according to his view.

Mr. Pearson pointed out that because of the increased service and efficiency of business papers, the publishers did not need to go on the defensive but should handle this problem in a constructive manner. He warned publishers to increase their service and justify the position of the business press in the industry.

Mr. McCready, chairman of the meeting, in introducing Fritz J. Frank, announced Mr. Frank as the new president of *Iron Age*. Mr. Frank advised getting the advertisers' minds off advertising as a commodity and stated that advertising is a service that cannot be regulated any more than a lawyer, an engineer or any professional man can regulate the fee for his services. To illustrate that service is immeasurable, he told the story of how, when he sold space for *Iron Age*, he called on a small manufacturer in one of the backstairs offices on Canal street. This manufacturer used one-sixteenth of a page in *Iron Age*, advertising his product and, about three years later, erected a large building in Brooklyn to take care of the growing business. During this time his advertising in *Iron Age* was increased and, at a later date, the manufacturer moved to a much larger manufacturing establishment further out on Long Island. Mr. Frank said that if the advertising manager or sales manager of that company could tell what that service was worth, he would then tell him when their rates would be reduced.

W. H. McKay of *Iron Age* presented some very interesting figures and statistics as to how publishers could save money by using the proper sheet of paper for their publication and having an even trim all around. He also told how many thousands of dollars had been saved by *Iron Age* on color printing and in makeup work.

The last speaker of the evening was H. M. Swetland, publisher of the United Publishers Corporation. Mr. Swetland advocated the founding of a school for educating people for the business press. Such a school he considers a great necessity not only for educating the younger man coming into the business profession but for educating the people already in the business paper field. He outlined a plan as to how such a school should be founded and a resolution was adopted by the New York Business Papers Association to back such a movement.

A general discussion from the floor completed the evening's program.

The Cream—

The cream of newspaper circulation is *carrier* circulation—the papers that are delivered directly and regularly to the subscribers' doorsteps.

That is circulation you can rely upon. Day after day, it goes straight to the mark—into the home, where the buying impulse originates. The paper that goes into the home is read more carefully and by more people and produces a better response for advertisers than any other class of circulation.

Ninety-one per cent of The Kansas City Star's circulation in Kansas City is delivered by carriers—only 9 per cent is sold by newsboys and newsdealers.

THE KANSAS CITY STAR

Average Net Paid Circulation during November:

Morning	Evening	Sunday
215,689	221,037	222,009

Chicago Office,
1418 Century Bldg.

New York Office,
2 Rector St.

Advertises Automatic Pistol

The Palmer Advertising Agency, New York, is now handling the advertising of an automatic pistol for J. L. Gales, New York.

Gannon Has Knitwear Account

J. W. Gannon, Inc., New York, is handling the advertising for S. Heim's Sons, manufacturer and importer of knitwear.

Firestone Canadian Campaign With Hamilton Agency

The Firestone Tire & Rubber Company of Canada, Ltd., has placed the conduct of its Canadian advertising in the hands of the Hamilton Advertisers' Agency, Ltd., of Hamilton, Ont.

Portland Cement Men Elect

Members of the Portland Cement Association at their annual convention, held at the Hotel Biltmore, New York, recently elected L. T. Sunderland, of Kansas City, president of the association, succeeding B. F. Affleck, of Chicago. The following other officers were re-elected: F. W. Kelley, of Albany, treasurer; Richard Hardy, of Chattanooga, first vice-president, and S. B. Newberry, of Sandusky, second vice-president.

California Raisin Sales, $50,000,000

Approximately $50,000,000 was realized from the sale of the 1919 crop of California raisins, according to the annual financial statement just released by the California Associated Raisin Company, which controls almost the entire acreage devoted to the industry in the state. Of the total crop of 182,591 tons produced last year, the association handled 159,260 tons, bringing a sales return of $43,280,-254.41.

WITH THE ADVERTISERS

Barrett Co. Executives Change

Eversley Childs, chairman of the board of the Barrett Company, and William Hamlin Childs, president, at a meeting of the directors of the company, resigned their positions. William N. McIlravy was elected chairman and Thomas M. Rainhard president. William Hamlin Childs was made chairman of the executive committee.

The following directors of the company presented their resignations: Harry W. Croft, J. H. Fulton, William S. Gray, Alexander C. Humphreys, Isaac B. Johnson, Powell Stackhouse, Hamilton Stewart, J. Harry Staats, H. D. Walbridge and Horace S. Wilkinson.

The following directors were elected: E. L. Pierce, president Solvay Process Company; W. H. Nichols, Jr., president General Chemical Company; Orlando F. Weber, president National Aniline and Chemical Company; Walter B. Harris, sales manager the Barrett Company; M. H. Phillips, New York manager the Barrett Company; D. W. Jayne, manager Chemical Department the Barrett Company; Clark McKercher, General Counsel the Barrett Company; E. J. Steer, secretary and treasurer the Barrett Company.

George Moeller Directs Woolen Sales

George Moeller, for many years connected with Carson, Pirie, Scott & Co., Chicago, is now sales manager for the Medford Woolen Manufacturing Company, of Medford, Mass.

United Candy Stores Lease Long Island Plant

The American Chicle Company has leased for a long term of years a modern five-story factory, containing about 100,000 square feet of space, at Harris avenue, Long Island City, to the U. R. S. Candy Stores, Inc., manufacturers of "Happiness in Every Box" candies.

Columbia Graphophone to Have New Offices

The Columbia Graphophone Company has taken a long-time lease, involving a total rental of a million dollars, on the eight upper floors of the new Gotham National Bank Building, now nearing completion at Broadway and Columbus Circle, New York. Besides the executive departments now in the Woolworth Building, the recording department, on Thirty-eighth street at present, will be located in the new quarters. It is planned also to erect huge electric signs facing the south and west at the top of the building to advertise the company's products.

$750,000 Campaign for Diamond Dyes

Wells & Richardson Company, Inc., Burlington, Vt., to celebrate the fiftieth anniversary of the company's product, Diamond Dyes, has planned an advertising campaign involving the expenditure of $750,000.

American Crayon Co. in New York

The American Crayon Company, Sandusky, O., has established Eastern headquarters in the Bush Terminal Sales Building, New York, where it will occupy nearly all of the seventeenth floor. The clerical and sales offices of the company will be here under direction of George E. Parmenter, vice-president and chairman of the board of directors.

W. B. Remington, Whiting & Cook Sales Manager

William B. Remington, formerly sales manager of the Strong Paper Company, Middletown, Conn., has been appointed to the sales managership of Whiting & Cook, Inc., Holyoke, Mass.

Another Piano in National Advertising

Ben H. Janssen of New York has started a national advertising campaign for pianos in a list of magazines. The advertising features a booklet called "The City of Happiness," which is said to make no mention of the Janssen piano, but rather aims to further the cause of music. Arthur Brisbane, Nicholas Murray Butler, Geraldine Farrar and others are reported to have praised the booklet highly.

R. E. Chamberlain Detroit Packard Sales Manager

R. E. Chamberlain of the Packard Motor Car Co., of Detroit, has been promoted to general sales manager.

Tell Your Sales Story In The Muncie Star— Muncie's Dominant Newspaper

Muncie, with her great factories and ever-increasing industrial population, furnishes a wonderfully rich buying market for the National advertiser, but the power of The Muncie Star goes farther —it not only thoroughly covers Muncie but also reaches into ten of Indiana's richest counties, telling the advertiser's sales story to thousands of prosperous farmers in one of the most fertile sections of Indiana.

The following facts and figures, covering a period of the first nine months of 1920, show better than any arguments of ours how thoroughly The Muncie Star dominates Muncie and its trading territory from a newspaper standpoint.

During the first nine months of 1920 The Muncie Star carried a total of 21,341.05 columns of advertising; this represents a gain of 2,504 columns compared with the corresponding period of 1919 and exceeds the advertising linage of its competitor by 10,472.80 columns of advertising.

During the first nine months of 1920 The Muncie Star showed an advertising gain in every department as follows: Local gain, 1,383.85 columns; foreign gain, 329.70 columns; classified gain, 791.15 columns—a total gain of 2,504 columns.

During the first nine months of 1920 The Muncie Star exceeded its competitor by 5,869.75 columns of local advertising; 2,866.50 columns of foreign advertising and 1,836.45 columns of classified advertising, a tremendous gain in each and every classification.

The Muncie Star is the only medium through which an advertiser can thoroughly cover the city of Muncie and its surrounding trading territory; its circulation in Muncie alone is practically equal to the total circulation of the other newspaper, and The Star's total circulation is nearly three times that of its competitor.

The Muncie Star, The Terre Haute Star and The Indianapolis Star make

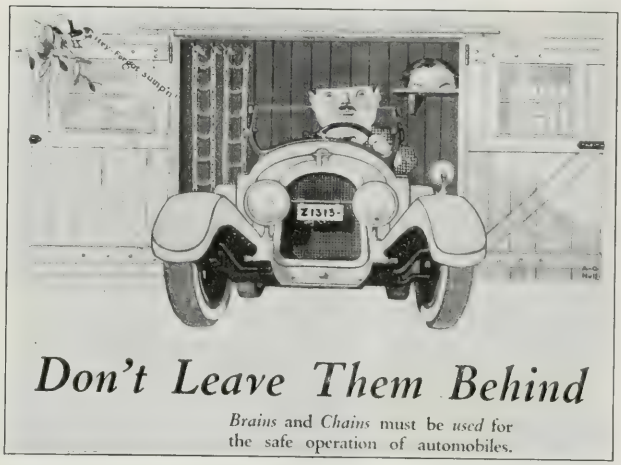
The Star League of Indiana

The Greatest Combination of Quality Circulation in Indiana.

Eastern Representative: Kelly-Smith Co., Marbridge Bldg., New York
Western Representative: John Glass, Peoples Gas Bldg., Chicago

ONE OF THE SHAFFER GROUP OF NEWSPAPERS

Here's Both Rhyme and Reason



By FRANCIS W. HOADLEY
Simmons-Boardman Co.

"A MAN with the entire top of his head cut off!" That would be a pretty gruesome picture, one would think, yet, thanks to skillful treatment, here is just such a picture which, instead of making one think of gruesomeness, makes one think to carry Weed chains in the car—which was exactly what the American Chain Co. set out to accomplish in the advertisement.

Now the charge is often made that illustrations used in advertising are "without rhyme or reason," but, certainly, here is one of which that cannot be said. For there is no question about the rhyme of "brains and chains," nor is there any that their absence is the direct cause of many an automobile accident.

The most effective advertisement is the one which gets its message across quick, and surely it takes no study to grasp the lesson of this one—*Play safe, use your brains and chains.*

That is the message which the advertisement flashes direct to the reader's brain at first glance, while the uniqueness of the picture strikes the reader's eye and holds his attention. In short, here is a good example of two things—two things worthy of study by both artists and copywriters. First, what might have been a horribly gruesome picture has been turned into an attractive one by skillful treatment. Second, an important and powerful message has been gotten over with a picture and four words—"*Don't leave them behind.*"

There you are—the whole reason for this advertisement in a nutshell, and, just as certainly as Weed tire chains will perform their mission *if given a chance*, this advertisement, due to skillful handling, has been given a chance to perform its mission of emphasizing the importance of carrying Weed chains.

Foster Joins Hare's Motors

W. J. Foster, formerly assistant truck sales manager of the Packard Motor Car Company, of New York, has become assistant to W. G. Toland, general truck sales manager of Hare's Motors.

Edison Advertising Portfolio Made in Miniature

The Edison Laboratories have just published for distribution to dealers a miniature sales portfolio, reproduced photographically from the large one issued in the early part of the year. The original, which weighed about fifteen pounds, was carried only by jobbers' traveling representatives. The new "pocket edition" will allow a handier and wider distribution.

Mr. Switzer Believes Price Reductions First Essential*

Possibly I have missed the exact drift of your letter, but if you mean that by an intensive advertising campaign on the part of all manufacturers the present apathy on the part of buyers can be changed I am sorry to say that I disagree with you.

We are continuing our advertising the same as heretofore, because we believe that it is a mistake to curtail publicity to any material extent when business is dull. There are many people who are advertisers and yet are not actually sold on the effectiveness of publicity; they look upon it as a sort of necessary evil rather than an economic necessity, and those people are glad to seize upon any excuse to stop their advertising. It is usually more expensive to drop out of the market for a long period of time than to steadily keep up one's publicity. It is a very simple matter to be forgotten by the public regardless of how much advertising may have gone before, and it is because of an absolute conviction of this fact that we are going ahead steadily with our advertising just as though nothing in the world had happened.

The present situation may be described as a sort of silent boycott on the part of the buying public. People are convinced that prices must come down to their pre-war levels; this conviction is firmly fixed in the mind of the public and I do not believe that any amount of advertising can change that state of mind. Probably you yourself and many of your friends are refraining from buying wearing apparel of any nature whatsoever simply because you feel that present prices even at their advertised cut-rate are not yet low enough. In the bottom of your heart you undoubtedly believe that some time next year the things that you need are going to be sold at a much lower price and therefore you intend to wait until that time comes before making any purchases.

There has been so much publicity given to profiteering on the part of the wholesaler, the middleman and the retailer, so much in the public prints about graft, such, for instance, as is being aired at the present time about the Shipping Board and here in New York in the building trades, that the average person is convinced that the present cost of living is due to abnormal profits which have little or nothing to do with the labor situation. Whether this is or is not true, the fact remains that we are battling with a state of mind which cannot be easily altered, and until prices come down very materially, especially the price of food, I do not believe there will be much inclination on the part of the consumer to go into the market. Don't get the idea that I am pessimistic about the future; this is not the case. I believe that within two or three months we are going to see much better times. The shelves of the retailer are becoming depleted, stocks are low and the things that the people use are not going to last forever. As a mere matter of necessity, buying will have to commence before long, but I do not believe that the situation can be changed by advertising until the time actually comes when people are forced to enter the market.

As I said before, the average person is not buying anything that he can do without in the hope of buying it cheaper later on, and until he is convinced that the bottom is reached, or absolute necessity forces him to buy, he is not going to spend any money. So far as advertising is concerned, I repeat that it is a grave mistake to stop one's publicity because times are bad. The company or firm which keeps up its advertising when its competitors have stopped is going to reap a mighty big advantage over the other fellow in the meantime. Aside from this fact it will cost his competitor a great deal more to get back his good will than would have been the case had he kept up a steady campaign of advertising.

Respectfully yours,
Maurice Switzer,
Vice-president,
Kelly-Springfield Tire Co.

*Written in answer to a letter of inquiry as to Mr. Switzer's confidence in intensive advertising as a remedy for depression.

"WE WERE lunching with Robert Edmond Jones, the man who, among many other achievements, has the marvelous settings for John Barrymore's production of Richard III to his credit—when the subject of modern costume came into the conversation. 'Tell me about Miss Steinmetz,' said Jones. '*To my way of thinking*, she is really the only designer of clothes for gentlewomen. The others are dressmakers adding and subtracting frills; while she works, fundamentally, as an artist.'"

From a letter to the Editor of
HARPER'S BAZAR

The originations of Miss Steinmetz are published exclusively in HARPER'S BAZAR.

No Middle Course in Advertising

Your Copy Must Be a Bold, Helpful Statement of Facts or It Becomes Mere Hurtful Whining

By J. J. FLOHERTY,
Director of Sales, J. A. Migel, Inc.*

THE success of advertising is reckoned solely and entirely on results accomplished. These results are two-fold and are very definite in themselves. The first, and most essential success of advertising should be the building of prestige, which of course includes good will, integrity, quality of product, fair business dealings. The second, which is, by the way, entirely dependent upon the first, is that of sales—not immediate or direct sales, but rather the volume of the season's business. The season's business may always be said to be in proportion to the prestige established or accumulated whether through advertising or merchandising.

MEANS INTENSIVE EFFORT

The term advertising does not mean the insertion of a given number of ads in a given number of publications; rather, it is in reference to the intensive effort, exhaustive study of conditions, the thorough energizing of sales force, and the ever-present attention to the detail of manufacture, all of which are as much a part of an advertising campaign as is the illustration or the copy of the publication in which it appears.

Bearing on the subject, "Advertising as a Sales Influence," it may be said that, given good merchandise, plus intelligent salesmanship, proper advertising is the greatest influence for good that a sales department can have, although, of course, nothing can take the place of the good salesman.

Advertising if properly done becomes a wonderful stimulus to the salesman. He must, however, be as proud of it as he is of his merchandise or it fails. He must believe in it and believe every word in it, as he believes in his merchandise or it fails, and more important still, the man whose name and whose line appears in the advertising must believe in it and must believe in every word his advertising says.

Sincerity must be the keynote or failure will follow as sure as day follows night. Few men realize that when a statement is made in public print it carries with it even greater responsibility than the statement by word of mouth, for in the case of the printed word it lives as long as the man who makes it and after. A hundred years from today, the successors of those of you who have advertised may consult the files of the mediums in which you did advertise and there may be found your words.

Unless advertising in itself is an aid to your sales, drop it. Unfortunately there is no middle course in advertising. It is either helpful or injurious. In my estimation good advertising is a strong statement of facts, poor advertising is merely whining. There is no middle ground, there is no "in-between."

Yet I may state as a fact that where advertising is properly done, it becomes one of the livest assets in a business and one which redounds the benefit of all those who have come in contact with the merchandise advertised—from the man who makes it all the way down through the personnel of commerce to the consumer who absorbs the product.

There is no gamble in good advertising. Unfortunately, however, there are not many advertisers in the country today who have eliminated speculation from their advertising. Some of the advertisers in the dress industry may be included in this class.

STRANGE PHASE OF BUSINESS

One of the strangest phases of American business life today and one which often makes those of us who are in close contact with that phase of business wonder whether the American business man is as shrewd as he is credited to be, is the almost negligent, slip-shod way in which he will deliberately take a part of his earnings anywhere from a few thousands up into the hundreds of thousands and squander it in injudicious, and sometimes thoughtless purchases of advertising.

Advertising is perhaps the least understood and the most misused phase of modern merchandising. Not two men in a thousand will agree on its methods or its functions, yet all agree in a vague and unbusinesslike way that it is a good thing. Some of these men will tell you that there are many houses in America today whose success is merely a result of their advertising and others of them will say that the success of these houses is in no way dependent on their advertising.

Both factions are wrong. The successes to which they refer have been built not as the result of advertising, but through the aid of advertising.

MIGEL'S ADVERTISING

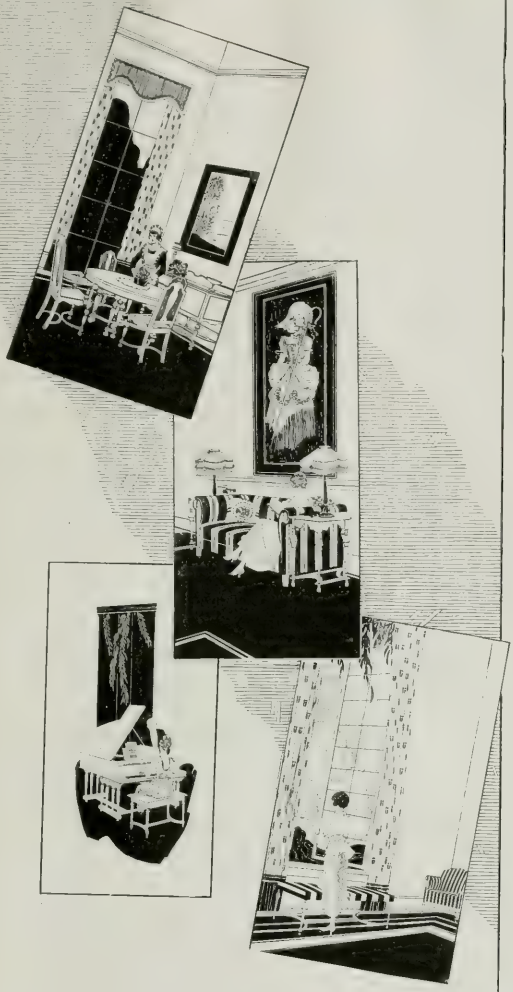
As for our own advertising, I think I may say without contradiction that the advertising of the Migel products has been successful.

In our business we have an unbreakable rule—that we shall never run an advertisement in any medium at any time unless it has a particular, definite message with a particular, definite purpose.

The trade doubtless has noticed that during certain seasons our trade advertising is aimed directly and specifically towards stimulating the sale of merchandise to the retailer, and at other seasons our consumer advertising confines itself exclusively to promoting ready-to-wear; in other words, towards stimulating the sale of merchandise placed in the retailers' stocks to the retailers' own customers.

No manufacturer need hesitate to advertise. Nor need he worry for a moment on the success of that advertising providing he inject into every word, every line, every illustration a true reflection of the aims and ideals of his institution. If those aims and ideals are what they should be, success is assured. If those aims and ideals are not what they should be, are not according to business principles, are not upstanding and honest, all the advertising in the world will not bring success, and nothing short of a miracle from the Almighty will save that business from the end which it deserves.

*From Mr. Floherty's address before the convention of the Associated Industries of America at Atlantic City.



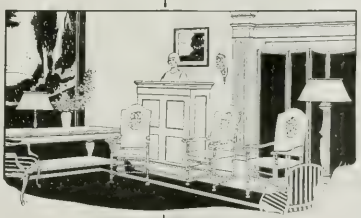
GEORGE WOLTZ

There are two interesting facts about the drawings of Mr. Woltz.

They are among the best examples of the thin line decorative style, so deservedly popular in advertising art.

And they are available through this organization.

LOUIS C. PEDLAR
Counselors in Art
246 Fifth Avenue, New York.



Santa's Prospects and Yours

(Continued from page 6)

win them away later on, the percentage of such losses is extremely low because the prejudice and favor of some twenty or twenty-five years have to be overcome! Just recall what a "tuff" time the advocates of simplified spelling had to convert us old-timers to a new system. The reason was not that the new system had any faults to speak of—it was because we had been sold on this roundabout, impractical method of spelling taught us from the first grade on up.

You can take it from me that the little girl who, at the age of six, is sold on Eversharp Pencils is going to be a mighty hard customer to steal at the age of twenty-six. And if she can be sold on Eversharps at six, name me a standard commodity on which she can't be sold!

Most of the truth of the idea of selling youngsters now lies in the old adage that you can't teach an old dog new tricks. Granted that the proverb is a bit exaggerated for effect, you can't deny the extreme difficulty of broadening the circus education of an advanced canine. It is hard. It is hard to persuade a fish that it is a good plan to swim upside down. It is just as hard to alter the buying habit of a confirmed purchaser of a line.

Habits are acquired quickest and most satisfactorily during youth. James Fenimore Cooper, some years ago, sold me most thoroughly on the idea of sleeping without a pillow on the strength of the fact that Indians sleep on their arm! All the King's pillows and all the King's pillow advertisers will never knock that habit out of my head now. At some time or other in my younger days I read that it was not good for the heart to sleep on the left side. I've been sleeping on my right side ever since. I always expect to. Not because the theory may be right or wrong, but because I have cultivated the habit. And I began young!

Some time ago a man around fifty told me that he didn't know a blame thing about cooking but, as long as he was lord and master of his own household, his wife would never buy any other baking powder than Royal. All that enthusiasm was bred by the fact that when he was in Sunday School, some forty years ago, I guess, the teacher used to read to them out of a book or magazine that had on its back cover an advertisement for Royal Baking Powder.

He undertakes to prove that he is not alone in remembering that advertisement by referring to a friend who was in the same class. He asked him one night if he remembered Miss-So-and-So, their teacher. The friend did. He also remembered the things she used to read out of the magazine. And, when queried about the fatal back cover and its advertisement, he recalled the Royal insertion without the least bit of trouble.

This individual case may or may not prove a thing. But it conveys to my mind the thought that children's minds are supplied with lasting memories and that the impressions made upon them are well-nigh indelible.

There isn't an American advertiser who in ten years will be able to do business without the support of today's juveniles.

Why wait for ten years to get them when they are more cheaply and more easily won today?

WHAT MAKES A GREAT NEWSPAPER?

The news is printed; —*the guff isn't*



With an average of more than 70 columns of reading matter a day The News covers the day's events with a thoroughness that is remarkable. But more noticeable is the entire *absence* of press agent material. The automobile "guff", the flowery advance notice and the "write-up" get to the editorial waste basket about as quickly as the advertisement of the "blue sky artist" and fraudulent retailer is discarded by the business department.

The Indianapolis News

First in National Advertising in Six-Day Evening Field

New York Office
DAN A. CARROLL
Tribune Building

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Bldg.

USE NEWSPAPERS ON A THREE-YEAR BASIS

Export Automobile Show in New York

Under the auspices of American Motors, Incorporated, New York, the first annual Export Automobile Show will be held at the Hotel Majestic, New York, from January 8 to 15 inclusive.

Besides displays of large numbers of passenger cars, trucks, tractors, tires, bodies and tops, for which American Motors, Incorporated, is the export factor, there will be shown for the first time several new cars. These will include the new Beggs "6"; a new export model especially built by the Saxon Motor Car Corporation; and the new Bour-Davis.

WHAT THE PUBLISHERS ARE DOING

A. B. Chivers Returns From South America—To Represent Foreign Newspapers

A. B. Chivers, for the past five years business manager of the New York *Globe*, has returned from a four months' tour of South America, during which he visited most of the principal cities and their newspapers in the Southern Continent.

Mr. Chivers will not resume his relations with the *Globe*, but will devote his time to the business of the firm of S. S. Koppe & Co., who represent in this country *El Comercio*, *La Cronica* and *Variedades of Peru*, *El Mercurio* and the Zig-Zag publications of Chile; *Diario del Plata* and *Munda Uruguayo*, of Montevideo; *La Revista de Semana* and *O Sei Tudo*, of Rio de Janeiro, and will shortly take over the representation of *La Nacion*, of Buenos Aires.

"Movie" Man Joins "The Farm Journal"

G. G. Curtis, formerly short subject sales manager of the Goldwyn Distributing Corp., New York City, has joined the Chicago organization of *The Farm Journal*.

"The Debutante" to Make Its Debut in January

A new society magazine, *The Débutante*, will make its first appearance in January. The magazine will embody, in addition to news items and social happenings, dramatic and art departments, and a special feature of the first issue will be photographs of the débutantes most active in the social world. C. Mortimer Wilmerding will be the editor-in-chief of the new publication.

The Price of Newspapers in Sydney, Australia

Nock & Kirby, Ltd.,
Hardware & Drapery Stores
188-194-A George St., near Circular Quay,
Sydney, Australia.

October 30, 1920.

The Editor,
Advertising & Selling Co., Inc.,
471 Fourth Avenue, New York City.

Dear Sir:—

For some time we have been regular subscribers to and readers of Advertising & Selling, and find it very interesting and useful in our advertising department. The object of this note, however, is to correct an error which appears in your issue of the fourth of September, page thirty-eight, namely, headed "Australian Paper Now Five Cents."

"The *Daily Post* of Sydney, Australia, on August 30, raised its price to five cents."

For your information we desire to take the liberty of pointing out that in Sydney there is no paper called the *Daily Post*, nor are there any papers which have recently increased their prices to 2½d. (equivalent to five cents). The two afternoon papers in Sydney, namely, the *Sun* and *Evening News*, are each sold at 1½d. (three cents), which price has prevailed for about eighteen months; the two morning papers, the *Daily Telegraph* and the *Sydney Morning Herald*, are each sold at 2d. (four cents), having been raised to this price from 1½d. since about March last.

We look forward to seeing this correction made in an early issue, as the information may be of value to the American advertising world.

With all good wishes for the Christmas season.

Yours faithfully,
NOCK & KIRBY, LTD.
C. W. Hughes,
Advertising Manager.

H. W. Seymour, "World" Editorial Writer, Dead

Horatio Winslow Seymour, for many years an editorial writer on *The World*, died at his home in New York on December 17. He was born in Cayuga County, N. Y., in 1854, and worked as a printer before entering the city room of the Milwaukee *News*. From 1875 to 1883 he was with the Chicago *Times* as telegraph editor and then night editor. There followed twelve years on the *Herald* of the same city, as editor and later managing editor.

Then Mr. Seymour became the editor and publisher of the Chicago *Chronicle*. On its suspension in 1907 he came to New York as editorial writer and editorial supervisor of the *World*, leaving that paper for ten months in 1911 to edit the St. Louis *Republic*, then returning to the *World* as an editorial writer.

National Campaign Features Novelty

Harper & Brothers, publishers of a clever phonograph novelty known as the Bubble Book, have inaugurated a nation-wide advertising campaign directed to the youth of the country. Double-page spreads and full pages are to be used in the *Saturday Evening Post*, *Ladies' Home Journal* and other magazines.

The little volumes advertised combine nursery rhymes, verses and colored pictures on miniature phonograph records. They have been on the market a short time, but have achieved great success.

Ask
BEE-VAC
They Know

The manufacturer of a vacuum cleaner is in a special position to realize the value of suction or "pull." That's why the Birtman Electric Company advertises in the nine magazines comprising

The All Fiction Field

The
ALL FICTION FIELD

"The Field of Greatest Yield"

Published by

Doubleday, Page & Co. **The Ridgway Company**
The Frank A. Munsey Co. **Street & Smith Corporation**

1,596,415 A. B. C. Circulation

A. A. A. A. Safeguards for Advertising

(*Continued from page* 14)

of Advertising Agencies. This means there is a measure of assurance in about 90 per cent of the national advertising in America, against the forms of error that lead to decay.

MORE BUSINESS IN 1921

Every factor in advertising benefits by the operations of the American Association of Advertising Agencies. The publisher can now look to each succeeding year with a degree of certainty which could not have been possible if the service to advertising were not on an organized basis with the strength and refinement of definite ethics.

The advertiser can now make his appropriations for the approaching year with as much confidence as ever attended the purchase of his tangible materials.

These improved conditions in advertising form the safeguard of general prosperity in a higher degree than is commonly appreciated. Advertising will exert a larger and more powerful promotion in business in 1921 and that means that it will have a still greater influence for growth and stability for business in general in 1922.

Taken as a whole, the year 1921 will be a bigger year for advertising than any that has gone before.

The members of the American Association of Advertising Agencies will place more business in 1921 than they did in 1920.

SYSTEMS BOND

"The Rag-content Loft-dried Paper at the Reasonable Price"

Personality

As a salesman's personality is one of his best bets in putting over his selling argument so is personality in your letters a valuable asset in putting your message across in a direct-by-mail campaign.

Systems Bond is the paper of character that is worthy of being the backbone of your sales campaign. Its fine rag-content and the loft-drying process which it goes through are what give Systems Bond its individual character. Still it is sold at a business man's price.

Eastern Manufacturing Company

General Sales Offices:

501 Fifth Avenue New York

Mills at Bangor and Lincoln, Maine

Spring Will See Turn, Advertising Agents Told

Predictions of better business ahead were made by speakers at the first Winter luncheon of the American Association of Advertising Agencies at the McAlpin Hotel, December 17, and E. J. Cattell, city statistician of Philadelphia, definitely set February 15 or March 1 as the end of the present trade conditions. Mr. Cattell asserted that the dates he mentioned would usher in a period of greater business activity, that sixty days later stocks would be moving swiftly and in a year the United States would be moving toward the greatest business era ever seen in the history of this or any other country.

The peak of the credit strain has passed, according to Guy Emerson, vice-president of the National Bank of Commerce, who spoke upon "The Bank, a Public Utility."

"Easier money conditions are ahead," said Mr. Emerson, "and every week is bringing us closer to the dawn of a brighter business day. This is no time for false optimism or false pessimism. What we need is quiet courage and confidence. Prices must be established on levels at which the public will buy. The extravagant era of purchasing has passed and business must be conducted on a narrow margin of profit. Business must be on a strictly efficient basis so that this small profit will be possible."

Mr. Emerson also gave a brief history of American banking and explained the workings of the Federal Reserve system.

In speaking of the clearing of business skies, Mr. Cattell said:

"I have just completed a tour of several states and I have never seen such a real change in the attitude of labor. Labor is coming close to its real employers. I don't believe in a closed shop and I don't even believe the practice is constitutional. Labor liquidation is now the only thing between us and an era of prosperity such as this country or any other country has never before seen. Education and the speeding up of industry during the war have made us richer, potentially, than we were before and have increased tremendously the buying power of the American public."

Joseph A. Hanff, of Hanff-Metzger, Inc., chairman of the New York Council, who presided, said:

"Pessimism is still around, but it is a year late. We must get rid of it because we are now ascending to the top of the hill, which is the level plane of good business. We have absolutely nothing to fear in the new year, and everything to hope for. And in the new year the business men of the country must realize that there is no more influential institution than the bank."

General Magazines and Technical Copy

(*Continued from page 16*)

"As a man's position in business is reflected in his income, a graphic chart of the income tax returns shows that there are altogether 618,467 important business men in the country —officials of companies, important executives, bankers and directors. These men can be termed 'The Quality Market.' The technical advertiser who selects the type of general mediums that cover the Quality Market is blanketing America's business management from the top down.

"General advertising for technical manufacturers is well beyond the experimental stage. Its success has been demonstrated by many successful technical campaigns, but the tendency now is to locate the Quality Market, reduce waste and increase circulation efficiency."

The Publisher's Slant on the Rate Question

Both those who heard and those who only *heard about* the contribution which Stanley R. Latshaw, advertising director of the Butterick Publishing Company, made to the discussion on "The Future Trend of Advertising Rates," held by the Sphinx Club of New York, at its meeting of December 14, will be interested in the letter following. It was written by Mr. Latshaw to a correspondent who had suggested that advertising prices ought to be coming down in conformity with prices in general. It sums up briefly and succinctly the considerations which every publisher must keep in mind when discussing the future trend of advertising rates —points developed by Mr. Latshaw in his extemporaneous talk to the Sphinx Club. This is the letter given to Advertising & Selling on request:

Dear Sir:

Your circular letter of November 26th, suggesting that we reduce the price of our advertising and making the point that prices are generally coming down, is before us.

In both suggestions we agree with you. Prices in general are coming down and advertising prices ought to be coming down in harmony with the rest. But to confess that we ought to lower the prices now should carry with it the additional confession that we failed to raise them when we should have, in conformity with the general movement of prices.

There is, I believe, an axiom that "what goes up, must come down" and that is the embarrassing position in which the publisher finds himself who failed to up the price when he should have—but he cannot down it when he wants to.

Within the last three months, coated paper has advanced three cents a pound. Our pre-war price on coated was a shade over five cents a pound, so the increase in the price of the raw material to us in the last ninety days had been 60 per cent of the original base price. We pay for coated paper today, fifteen cents a pound.

Printing house wages will go up by agreement all over the United States on the first of May, 1921, because of a shortening of hours from forty-eight to forty-four per week, equivalent to an increase of one-twelfth in weekly wages. Here in New York, the center of the printing industry of this country, we have at present under arbitration the demands of labor for still further advances. We don't know what this will amount to, but we have agreed that it will be retroactive to the first of October and, inasmuch as the employing printers have offered $4.00 a week advance, it is most unlikely that the award will be less.

It is customary for paper manufacturers to make the prices every three months. Today happens to be the day that the paper people notify us of the price for the first quarter of 1921. Super will be 9¼ cents. The price for the same paper in pre-war days was 3¼ cents.

Paper, labor and transportation are the three big factors of expense in large edition printing. From a manufacturing standpoint, we are converters. Butterick buys 30,000 tons of paper a year, puts it through mechanical equipment valued at more than $4,000,000 and distributes millions of copies throughout the United

JUST when George Chapman was debating whether to quit high school and get a job or continue with his studies, a copy of BOYS' LIFE came in his hands. He read it through. George didn't quit school. He went on, and now he is finishing his junior year in an engineering school. He will graduate with a degree in 1922.

The development of this boy was definitely pointed toward his ultimate well-being and success by what he read. When a boy desires something, his quest is tireless. The best information and knowledge should be made available to him, for upon his youthful development depends his future fitness as a man.

With this end in view, BOYS' LIFE offers the best of reading matter, that captures and holds the attention of all boys.

Keen interest in a publication is the foundation on which an advertiser likes to build.

There is no livelier interest to be found than that of a growing boy. Steady advertisers in BOYS' LIFE recognize this fact.

BOYS' LIFE
THE BOY SCOUTS' MAGAZINE
The Quality Magazine for Boys
BOY SCOUTS OF AMERICA, Publisher
Member A. B. C.
200 Fifth Ave., New York 203 So. Dearborn St., Chicago, Ill.

States, and to a lesser extent all over the civilized world.

Just such a small item as ink costs us $196,000 a year; an advance from about $100,000 over pre-war days.

With advances of 200 per cent in paper, the same in labor (taken in conjunction with the change in shop practice brought about by the gentle ministrations of the War Industries Board) and with an advance in transportation of about 300 per cent, we have made during this period an advance in advertising rates of 44 per cent on black and white and 66 per cent on color.

We were either profiteering before the war or we have all been fools since. It isn't pleasant to have to confess being either. You know the publishing business well enough to know that it never has been profiteering; the prices are made pretty generally with the assistance of an angel and a business in which important factors are engaged with ulterior motives, whose primary objective is not money-making is one poor field to choose, if one wished to play the profiteer.

I get your point of view perfectly and it is complimentary. I am like the nigger who was asked to change a $5 bill, "I can't do it, but I thank you for the compliment, Boss." Nothing would please me better than to be in a position to peel off a few layers of an enormous roll. We missed our calling; we should have been in the shipping business.

Very truly yours,
Stanley R. Latshaw.

Arthur C. Thomas Leaves Community Advertising Work

Arthur C. Thomas, publicity director of the Omaha Chamber of Commerce, has resigned to accept the position of sales manager of Stroud & Company, Omaha, manufacturers of road making machinery. In order to devote full time to his new connection, Mr. Thomas also resigned as vice-president of the Community Advertising Department of the Associated Advertising Clubs of the World.

Detroiters Honor Henry T. Ewald

Detroit advertising men recently gave a dinner in honor of Henry T. Ewald, founder of the Detroit Adcraft club, the occasion being the club's 15th anniversary. The committee in charge included Charles Voelker, Frank Martin, and Gordon K. MacEdward.

Newark Advertising Man Dead

Frederick N. Sommer, formerly in the advertising department of the *Newark Daily Advertiser* and later in the advertising business for himself, died December 19 of heart disease at his home in Newark, N. J., aged 57.

N. T. Praigg, Advertising Director, U. T. A.

Noble T. Praigg, for the past two years and a half advisory counsel to the Advertising Bureau of the United Typothetae of America, Chicago, has been appointed director of advertising for the U. T. A.

During his connection with the international master printers' organization, Mr. Praigg has directed the counsel and service to members, coming to that work from the Associated Advertising Clubs of the World, where he was editor of *Associated Advertising*. Prior to that time Mr. Praigg was publisher of a daily newspaper and later was associated with the Russel M. Seeds Company, Indianapolis, Ind.

Louis Balsam Moves to Detroit

Louis Balsam, director of correspondence of the Lewis Manufacturing Company, Walpole, Mass., and secretary and member of the board of governors of the Direct Mail Advertising Association, has resigned his position at Walpole. He will devote a considerable part of his time and attention to the work of the Direct Mail Advertising Association, as correspondence and advertising counsel. His work will confine itself largely toward giving a constructive, critical advertising and better letters service to the members.

The remainder of his time will be devoted to consulting services in the better letters and advertising field for a limited number of firms interested in increasing the effectiveness and in cutting the cost of mail contacts with customers and prospects. He will specialize on the good-will element in letters and advertising.

Mr. Balsam will be in Walpole, Mass., until January 1, 1921. Thereafter, he will maintain his office at the Board of Commerce Building, Detroit, Mich.

Civic Club to Give Play by Advertising Man

The Civic Club of New York, on the evening of January 15, will produce "The Paw," a one-act play by Arnold W. Rosenthal.

Mr. Rosenthal is in charge of promotion for *Good Housekeeping*, *Munsey's*, the All Fiction Group, and other publications.

"Spreads After Dinner"

(*Continued from page* 21)

thing—for a life that will be worthwhile, a life that will leave just the least little imprint on Life's ever-changing sands?

ONLY THE ADVERTISEMENTS

I have gone through the magazine from cover to cover. I have read neither fiction, article nor editorial. I have read only the advertisements. And yet I am no longer despondent, no longer morbid, no longer crushed with the futility of it all. I have been awakened, inspired, refreshed! My spark of ambition has been fanned into a glowing flame. I am ready to go forth and conquer worlds.

Advertising may be a great selling factor. It may be the means of building up international commerce. It may even be a subtle method of educating people. But it deserves also the credit of being one of the greatest ambition-accelerators of the twentieth century. To him whose hopes have been shattered, and whose ambition lags, to him I say, READ THE ADVERTISEMENTS! One magazine will furnish you with enough "accelerated ambition" to last a year.

The Story of the T.P.A.

(*Continued from page* 18)

and P. L. Thomson, advertising manager of the Western Electric Company.

After the speakers have finished the meetings are thrown open for full and free discussion from the floor.

VALUE OF BULLETINS

For the purpose of establishing a permanent record of meetings and discussions for the members, and particularly those who are not located in New York and cannot, therefore, conveniently be present at most meetings, the proceedings are carefully reported, printed in the association's monthly bulletin and distributed to the members.

The bulletin thus constitutes a constantly growing text-book containing more useful data leading to the solution of problems confronting the technical advertiser than any other source available. In fact, the printed report of the meeting on October 14, 1920, was used to excellent purpose by a member of the association in presenting to his principals a broader advertising policy and securing its adoption.

The association does more than merely hold monthly meetings and print the proceedings. It maintains a number of standing committees and, as occasion arises, the chair appoints special committees for the purpose of dealing with the more intimate side of the problems confronting the members.

The work and recommendations of these committees are subject to review and approval by the executive committee and, finally, when definite action has been urged by the membership itself at the regular meetings. The association is, therefore, to all intents and purposes, a self-governing body.

ASSOCIATION ACHIEVEMENTS

The aims and objects of the association have remained unchanged, and its fixed objective consistently pursued during the more than fifteen years of active existence. The resultant record of accomplishment is a lengthy one.

Some of the most noteworthy achievements follow:

Standard Audited Circulation Statements.

Ways and means of obtaining authentic circulation data received early consideration. Publishers were

(*Continued on page* 39)

EXPORT ADVERTISING and SELLING

Periodicals as Heralds in World Trade

A Suggestion to Help Solve Problems of International Advertising

By J. W. EVANS

ASK a dozen good advertising men what, in their judgment, is the most interesting problem before the American advertising profession today, and a good proportion of them will tell you that it is international advertising.

Apparently an irresistible destiny is pulling us into foreign trade on a scale we have never dreamed of. Which means that the advertising profession of the United States will inevitably have to set itself to do for American goods abroad what it has done for them here at home.

ADVERTISING ABROAD MUST KEEP PACE

In this country, for our own uses, and as a means of selling goods under American conditions, we have produced a development of advertising which is at once a science and an art. We have gotten to the point where we can produce an advertisement and plot a curve to show how many buyers and what type of buyer it will reach; and lo, when the advertisement is printed, the results fit the curve like a tailor-made gown on a department store model.

We've beaten the world at it. Except possibly for certain specialized developments such as the poster, Europeans have no advertising in our sense of the highly developed word.

But in foreign markets their advertising, however defective when judged by our best standards, does get results. And only by energetic specialization in that direction shall we ever be able to pass them on the road.

I do not refer to the more obvious mistakes we have to avoid. There are fewer and fewer of that legion of ludicrous stories that have been in circulation among trade publications about American exporters who have shipped skates to the tropics, who pack their goods improperly for long journeys, who send trousers with rustable buttons to swampy tropical regions, and who apparently have the notion that anything that's good enough for Americans to use is good enough for South Sea Islanders.

But we have still to approach foreign advertising on a scale and with a painstaking and costly care commensurate to the problem. It can't be done offhand; it can't be done except by sending men to every country on the globe that we think of trading with, to determine exhaustively what kind of appeals may be made, what

The 1921 (Sixteenth Annual Edition)

Exporters' Encyclopaedia

MORE THAN A BOOK—A SERVICE

Now ready for immediate distribution. The only authoritative and complete guide for exporting manufacturers. Contains accurate detailed information on every question which can arise in connection with an export order. Endorsed by the leaders in the shipping business and every branch of exporting.

The Encyclopaedia Is Essential to Every Business Man

BECAUSE it tells him

How to pack his goods for Export.
How to mark his goods for Export.
How to make out his Bill of Lading.
How many copies of the Bill of Lading are required.
Ports to which through Bill of Lading can be obtained.
Ports and interior cities reached by transshipment, and how.
The lowest cost for which a Bill of Lading will be issued.
Whether or not freight must be prepaid.
Whether parcel receipts are issued and the cost.
Whether hazardous cargo is carried.
What Consular Regulations, if any, must be observed.
The exact cost of such Consular requirements.
Every practical route from the United States to every foreign country, giving frequency of sailings and ports of call.

BECAUSE—The shipper needs to know only the port, town or country to which shipment is to be made.

The "Index of ports, cities, countries, etc.," tells him where, in the ENCYCLOPAEDIA, to find full information which will enable him to make any shipment in full security against delays, fines or annoyances to his customer.

"Our Text Book on Export Matters"

"We have many inquiries from our members engaged in foreign trade for information relative to steamship routes, sailings to various countries, Consular regulations respecting transportation of freight to a particular country, steamship regulations governing the form, issuance and substance of shipping receipts and procedure in making export shipments.

"Our experience in connection with the gathering of export information has developed that your work contains complete and up-to-date information in condensed form; your publication is practically our text-book on export matters and is in almost daily use."

THE MERCHANTS' ASSOCIATION, OF NEW YORK.

With a subscription to the ENCYCLOPAEDIA is included a bulletin service consisting of frequent bulletins keeping the information accurate and up-to-date, and a loose-leaf binder in which they may be conveniently filed.

FREE EXAMINATION OFFER

Don't send any money. Mail the coupon with your business card or company letter-head and we will send you the ENCYCLOPAEDIA for five days' free examination. If you find it valuable, send us your check for $15.00 for the complete service. If not, send it back. charges collect. It doesn't cost you a cent, so mail the coupon now.

Exporters' Encyclopaedia Corporation, 32 West 45d St., New York City.
Send me for free examination the 1921 EXPORTERS' ENCYCLOPAEDIA. I will either remit $15.00 in full payment for the complete service or return the book, charges collect, in five days.

Firm .....
Name .....
Position .....
Address .....
A. & S.

new wants created, and what is impracticable.

It isn't a question of radical change in advertising method, but rather of the application and adaptation of methods whose principles we have tested and found good.

DATA WE MUST GATHER

For example, a weekly magazine of very large circulation in this country, has for some years conducted an advertising service bureau based on exhaustive surveys of the requirements of hundreds of markets. They know how many automobiles of a given kind are used in a given locality. They know how the farmers are doing in that locality, and the extent of the probable ability to buy automobiles, or agricultural machinery, or phonographs next Fall. In the light of such positive knowledge as they possess, they indicate to an advertiser whether he may profitably advertise in their pages, how much space he needs, and what general style of display would serve him best. The advertising of one man they may refuse because they know their circulation will give him no fair return; the advertising of another they will accept only if he conform to their advice.

That is one thing I mean when I say that we have reduced advertising to a science as well as to an art. And such are the fundamental methods on which effective international advertising will be based.

Inevitably the work will be slow; it will take years. Consider the case of the Far East, for instance. There are 800,000,000 prospects for us in that part of the world. They have their own wants, their own tastes, their own ideas and customs, and their own psychology. What goes in the U. S. A. may simply alienate them and arouse their hostility. They have little money and they are cautious how they spend it on new things when the old thing, bearing the old "chop" (trade-mark), tried and proved, is to be had for the same price or less. Germany used to have a simple and direct way of introducing a new article. She would sell the article at auction, at a loss, to establish it and make the trade-mark known. That's the Prussian way; do it with a bludgeon. It will be of interest to see how far our skill and our lighter touch will carry us beyond mass-play methods of that kind.

METHODS THAT WON SUCCESS

Chewing gum was introduced in the Far East partly because of the readiness with which packages could be broken and single sticks cut up into fractions by the retailer. And everyone knows how the Standard Oil Co. pushed the sale of oil in the Far East by the introduction there at a very low price of small lamps whose flame was so slight as not to use more oil than the Chinese coolie could afford. There is art and science and humanity in that kind of selling.

In general we have the machinery for selling our goods anywhere. What we lack is facts about the markets, facts about various races, their languages and customs, and those specific, hand-wrought adaptations that will make our advertising mechanics hold good here, there and everywhere in the world.

Let me give an example—the case of the Dutch East Indies, a market of fifty million people who are today buying heavily from us, and of whose existence we are hardly aware. They have a foreign trade of $520,000,000, and it's growing.

Before the war those people bought their manufactured goods in Europe. They know the European trade-marks; they bought on the basis of those trade-marks. Then the war shut off their European trade, and they turned to us, and to Japan. They

To Sub-Let

Space 50 x 65 feet at 471 Fourth Ave. between 31st and 32nd Streets. Now occupied as business offices. Has plenty of light, eight windows in front and six in rear. Present lease has five years to run from February 1st, 1921. These offices would be very desirable for an advertising agency or a publication office. Price $2.25 per square foot. Apply Fifth floor, 471 Fourth Ave.

found that our trade-marks meant, as a rule, good quality; and that the Japanese trade-mark might mean anything or nothing. And so, with their confidence established, they bought and are buying of us. It has become one of the biggest, surest, safest markets in the world if we want to keep it. But keeping it is a question of effective salesmanship—which is by no means possible without advertising. Otherwise, when Europe again begins to produce, all she will have to do will be to knock at the door and be admitted, to our exclusion. Only the strongest kind of salesmanship can overcome the lead Europe has in that market.

FOR EXAMPLE, THE DUTCH EAST INDIES

The interesting thing about the situation over there is that business men in the Dutch East Indies are doing a lot more thinking on how *we* can reach *them* than we are doing ourselves.

I recently came across a discussion by R. Prins in "The Dutch East Indian Archipelago" of the conditions Americans must take into account in developing that trade. It is so well off the beaten path of conventional advertising discussion that it will be worth while to give it here as an example of the kind of thinking which the reaching of new markets is going to require of us.

The article points out that there are four groups of buyers in the Dutch East Indies; first, the Europeans, of whom there are more than 80,000, 90 per cent. of them Hollanders. Second come the Chinese, who carry on most of the retail trade of the islands. They are a link between the native population and the Europeans. Some of them are very rich. Third come the native nobility. Fourth, the half-breed population, which ranks in social standing next above the natives.

All of these classes except the last read English. Most of the Chinese read English better than Dutch. And since the diversions of a highly developed civilization, in the way of theaters, movies and the like, are not plentiful in that part of the world, all those who have European affiliations read constantly and hungrily of current books and standard magazines. This current reading matter reaches them in a tin case called the "leestrommel"; and that box has an importance to them which we, with the newsstand right round the corner, can hardly realize. The reading matter gets its circulation partly through the numerous reading societies ("leesgezelschappen") of from ten to twenty members.

Particularly vital is this touch of European civilization to planters, government officers and traders who live in outlying districts, separated from all society except that of the natives and Chinese. These men regard the leestrommel as a necessity of life, and they will deprive themselves of almost anything before they will give it up.

A MARKET WORTH CULTIVATING

Here then are four different races, numbering a few hundred thousand persons, but forming a link with the teeming native population, with its millions. Most of these races read English, and they like Americans and American goods. They are most of them in Java, which is highly developed, with good roads and adequate facilities for communication and railway travel. And they are consequently at the center from which go all the commercial impulses that reach throughout the archipelago. They are prosperous, and have substantial buying power. Also, they want the appliances and conveniences of civilization as rapidly as they can get them. The banking system is sound, exchange conditions are stable, and boats are

(*Continued on page* 41)

DIRECTOR OF SALES

WANTED

A corporation controlling thirty large and varied industries desires to secure a Director of Sales who is a real sales executive. This man will be responsible for the Sales and Advertising Department of these thirty corporations, practically all of which are manufacturing industries. He will be required to make an analysis of sales and advertising methods in each of the industries, supervise all changes to be made, and take whatever action that may be necessary or advisable to secure greater sales in each industry.

The operating organization consists of the sales and advertising managers in the various companies, together with their assistants. Individual departments will be maintained in each of the concerns. The Director of Sales will operate from a central office. Qualifications:

1. He must be between 30 and 40 years of age, a citizen of the United States, and preferably a University man, with school of administration and business education.

2. At one time or another he should have been employed as salesman, assistant sales manager and sales manager, and vice-president or president in charge of sales and advertising.

3. He must have a broad and comprehensive outlook on the industrial, agricultural and foreign fields. He must be a man of the highest integrity, who will command attention and respect from every class of people. He must have personality, earnestness, aggressiveness, patience and unbounded energy and enthusiasm.

Only a man with proven records of sales success will be considered. Applications will be received in strict confidence and only those which fully state experience, qualifications, age, religion, business, social and family connections, as well as references in first letter, will be carefully and thoroughly considered. Such a man is invited to address:

"SALES," Care of
ARTHUR M. CRUMRINE, Personal,
Room 602, Crumrine Building, 43 West Long Street,
COLUMBUS, OHIO.



The Tribes of the Himalaya Mountains Never Destroy a Picture

This requires paper of great strength because your illustrations will be folded many times.

White is the mourning color of China

and yet some colors arouse resentment in the Oriental mind. Do you know these things—are you choosing your paper so as to overcome superstition and tradition and to create the good will of the Foreign buyer?

Let us make an analysis of your Foreign Advertising from a paper standpoint

Our research work has covered the buying habits of all types of men. When paper is a factor our suggestions will increase the returns from your catalogues, booklets, house organs, mailing cards, enclosures, circulars and letterheads.

Send samples of your Direct Advertising for analysis—give your sales message added power

Research Laboratories

Seaman Paper Company
1162-208 South La Salle St.
Chicago, Illinois

The Story of the T. P. A.

(*Continued from page 34*)

furnished with T. P. A. circulation statement blanks and the information they supplied was disseminated to the members of the association.

The importance of this work was recognized by creating a permanent circulation committee which discontinued its efforts for standardized, audited circulation reports only when the need for it was no longer felt.

The agitation for audited circulation statements developed into a race between two groups of those interested in the subject. Both efforts were eventually harnessed to a single vehicle, today known as the Audit Bureau of Circulations, which represents for the T. P. A. a development of the original work of its timidly appointed circulation committee of fifteen years ago.

Uniform Rate Cards.

Another of the early undertakings was that of the creation and adoption of a uniform rate card and advertising space contract. This uniform contract was "under fire" for a year before it was finally adopted, as a recommendation of the T. P. A., for the use of its members or others. It became a model for other associations and even today forms the nucleus around which most advertising contracts and rate cards are built.

Standardization of Magazine Sizes.

The T. P. A. has always worked in a quiet, unobtrusive manner; it has not gone forth and sung its own praises, as it well might have done. As a result, only those intimately acquainted with its doings have a true appreciation of its accomplishments.

ITS STANDARDIZATION WORK

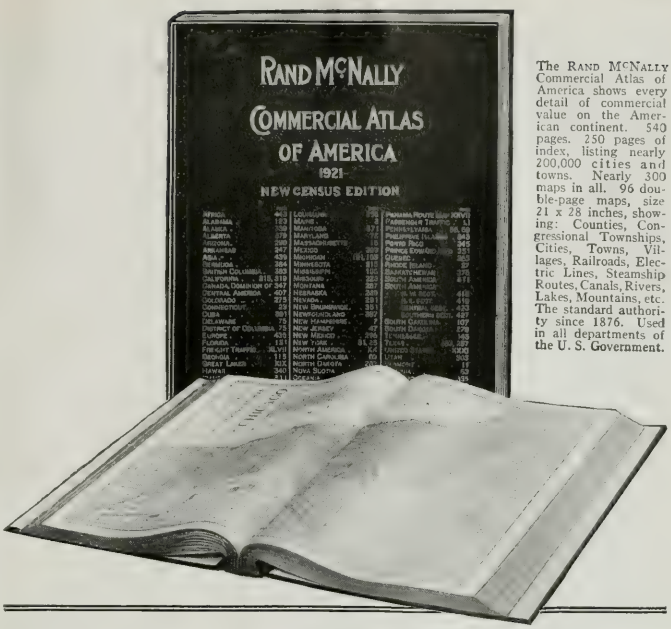
Among other things, the T. P. A., working through a special committee, was instrumental in the adoption of a uniform magazine and type page size by publishers.

In 1911, the T. P. A. Bulletin appeared in the size recommended to publishers as the most acceptable size for class magazines, 9x12 inches outside measurements and a type page measuring 7x10 inches. A group of thirty-six papers soon after passed a resolution favoring this size and this standard is in effect today with most publishers.

It has resulted in certain economies for the publisher and the advertiser alike.

Standardization of Sizes, Catalogs, Bulletins, Leaflets, etc.

In 1911 a committee was appointed to investigate proper sizes for catalogues, bulletins, leaflets,



The RAND McNALLY Commercial Atlas of America shows every detail of commercial value on the American continent. 540 pages. 250 pages of index, listing nearly 200,000 cities and towns. Nearly 300 maps in all. 96 double-page maps, size 21 x 28 inches, showing: Counties, Congressional Townships, Cities, Towns, Villages, Railroads, Electric Lines, Steamship Routes, Canals, Rivers, Lakes, Mountains, etc. The standard authority since 1876. Used in all departments of the U. S. Government.

Order Now and Save Money

The regular price of the RAND McNALLY Commercial Atlas of America (1921 New Census Edition) is $35; the pre-publication price in effect until December 31st, 1920, is $30.

By placing your order now you insure delivery of your copy and save five dollars.

The RAND McNALLY Commercial Atlas of America is compiled and printed at great expense. In order to conserve paper and insure against loss it is necessary to limit the edition to the approximate number of copies required to fill orders. The $30 price is intended as an inducement to order in advance of publication so we may make an accurate estimate of the number required. The extra $5 after publication is necessary because of the risk involved in over printing.

This limited edition will be quickly exhausted. Unless your order is received before December 31, 1920, you are running the risk of failing to secure a copy at any price.

Transportation prepaid. Sold direct only.

RAND McNALLY

RAND McNALLY & COMPANY

Map Headquarters

536 S. CLARK ST., CHICAGO 42 E. 22ND ST., NEW YORK

Write for large Commercial Atlas Circular with sample map

etc., with the object of making them more useful to customers, purchasing agents, etc.

The committee brought in recommendations, concurred in later by other representative associations, such as the American Society of Mechanical Engineers, and the standards recommended have since become widely adopted.

These are but a few of the things the association has done.

The fact that the Technical Publicity Association has not only continued to exist, but has grown to become a closely knit organization of specialists, and to play an important role in its field of endeavor, speaks well for the clear vision of its founders in taking the initiative and starting right.

In speaking of its accomplishments, one of the association's past presidents very aptly summarized the record as follows:

"The T. P. A. early declared for accuracy in circulation statements of facts, intelligence in analysis of circulation quality and a friendly introduction to the publishers' subscription methods.

"The Technical Publicity Association early appreciated the value of co-operation as superior to coercion in achieving its objects.

"The Technical Publicity Association early recognized the importance of high editorial standards in the business press.

"The Technical Publicity Association has contributed its best to the upbuilding of the business press physically, ethically and financially.

"The Technical Publicity Association has always opposed the admission of the clown as an advertising neighbor in the business press."

PAST AND PRESENT OFFICERS

The following constitutes a complete list of the past presidents of the association with the years of their service as president:

1905—Phillip F. Kobbé.
1906—F. H. Gale.
1907—F. H. Gale.
1908—Charles S. Redfield.
1909—Charles S. Redfield.
1910—O. C. Harn.
1911—O. C. Harn.
1912—H. W. Tipper.
1913—F. R. Davis.
1914—F. R. Davis.
1915—Arthur Haller.
1916—Elliot Reid.
1917—Charles Austin Hirschberg.
1918—W. D. Lindsey.
1919—W. H. Easton.

The present officers of the association whose term of service is one year are:

President—H. J. Downes, American Locomotive Company.

First Vice-President—W. A. Wolff, Western Electric Company.

Second Vice-President—G. W. Vos, The Texas Company.

Secretary—O. M. Bostwick, Sprague Electric Works.

Treasurer—Robert P. Kehoe, Robert P. Kehoe, Inc.

MEMBERS OF THE EXECUTIVE COMMITTEE

Henry M. Sperry.

W. H. Easton, Westinghouse Electric & Manufacturing Company.

Wm. Buxman, *Engineering News-Record*.

R. C. Beadle, Combustion Engineering Company.

There is still work to be done by the Technical Publicity Association; work that cannot be done in one year, five or twenty-five; work that must be done if technical advertising is to maintain not less than the same measure of advance that the past fifteen years have witnessed. The association welcomes the co-operation and upholding of its hands, through the active participation within its membership body, of all technical advertising men.

To All Advertisers

who wish to reach a field of Tremendous Business Possibilities through a quality Medium

COMBUSTION

offers an unparalleled opportunity.

The Department of Fuel Utilization—the basis of all Industry—is undergoing a rapid development. Inefficient methods are being supplanted by the most modern—manufacturers are spending millions of dollars for equipment which will obtain the last available BTU from their fuel.

COMBUSTION

is the Key to this Market

NOW is a particularly opportune time to appear before its readers

Combustion Publishing Corporation
475 Tenth Avenue
New York City

Periodicals As Heralds

(Continued from page 37)

now plying direct between them and the United States.

Given all that, what is the selling problem in that particular part of the world? The question may be considered here exclusive of the natives and their necessities, such as sarongs, cheap household goods, chinaware, clocks, watches, knives, corn knives, bowie knives, brush hooks, hoes, spades, etc.; and exclusive also of individuals, firms and corporations who, through the medium of importers and colonial bankers, have already gotten in touch with American manufacturers and exporters.

The natives may be reached by billboards with the right picture and a few Malay words; the importers by means of catalogs. But the mass of that European population is a different problem.

In the first place they are sensitive. They insist on certain literary formalities; they have to be approached with a degree of gravity. The familiar way in which an American salesman often introduces himself to his customers and prospects—his humor, his jokes in his business dealings—does not appeal. Moreover, they form no quick decisions. They want to think over an offer put up to them. Catalogs and price lists, being tough and technical, make no appeal.

The solution may lie in the introduction into the Dutch East Indies of American magazines and periodicals. These stand comparison with anything produced in Europe, and their advertising matter is the most attractive thing of its kind in the world.

MAKE AMERICAN MAGAZINE TRADE HERALD

The high-class American magazine is capable of making quite as strong an appeal to these people as to anybody. They have a right to expect not to be underrated.

The division of attention between the text and the advertising is certain—for the desire for certain classes of necessities and luxuries is highly developed as the result of long years of buying in Europe.

In addition, American life and American affairs have a peculiar attraction for the European population of the archipelago. They find in it an unaccustomed tang and stimulation—a champagne flavor that is not so highly developed in European publications.

As to the practical program, Mr. Prins suggests that there be made a careful selection from the American magazines, with due consideration to the prospects in view, so that text and news matter both are interesting to them. The biggest place should be given to those magazines and periodicals that are of a non-technical character and which appeal to the general reader. On the other hand, articles on agriculture, civil engineering, mining, forestry, education, chemistry, foreign commerce, colonial problems, and many other scientific subjects, would certainly not be discarded by that audience. It would not be difficult to pick out a score of periodicals which would be satisfactory in both of these respects.

Two hundred copies of each of those publications should be sent by fast mail to a central point (for instance Sourabaya), where a representative of the American government should be ready to distribute them to the right addresses—among which would be government bureaus, the reading societies, the local clubs in cities and towns, institutions of higher education, the sixty passenger steamers of the Royal Packet Navigation Co. that maintain the regular inter-island service, and the big hotels and restaurants in the principal towns.

It is better to devote a little thought and care at the start to selecting names properly so that money may not be wasted in appealing to groups

NO MAGAZINE LIKE IT!

It has been said of Modern Priscilla that it has an individuality all its own. Priscilla has often been referred to as a specialized publication of a particular interest to a certain class of women.

A comparative analysis of Priscilla with other publications makes it evident that Priscilla's editorial appeal is different than that of the general women's magazines. A study of the editorial contents of Priscilla for twelve consecutive issues would convince any thinking person that the reader of Priscilla is not a frivolous woman, but one who is vitally interested in learning what the best authorities have to teach her with regard to conducting and managing her home.

Modern Priscilla

Member of A. B. C.

NEW YORK BOSTON CHICAGO

ADVERTISING & SELLING
The National Weekly of Modern Merchandising—Established 1891

Features in this Number
December 25, 1920

PAGE

Santa Claus' Prospects at Christmas; Yours the Year Around. *Paul W. Kearney* 5

Yours for Both Today and Tomorrow If You Know How to Cultivate the Juvenile Market.

A. N. A. Plans to Make 1921 a Busier Year Than Ever. *John Sullivan* 7

Interests and Activities of the Association of National Advertisers Now Range Literally "From China to Peru."

Selling Paris to Podunk..... *Vivian Frisbie* 10

How Crown, Inc., "Interprets" French Fashions for Mrs. Small Town Buyer.

The A. A. A. A. Reaps Reward of Efficient Service to Advertising..... *James O'Shaughnessy* 14

Members of the American Association of Advertising Agencies Will Place More Business in 1921 Than They Have in 1920.

What General Magazines Offer the Technical Advertiser.... 16

Leading Technical Publicity Into a New Field to Reach the "Ultimate Buyer."

To Build Better Technical Advertising..... *W. A. Wolff* 18

The Story of T. P. A. Achievements Over Fifteen Successful Years Told by the Association's First Vice-President.

No Middle Course in Advertising..... *J. J. Floherty* 28

Your Copy Will Either Help or Hurt; Don't Let It Whine.

Periodicals as Heralds in the World's Trade..... *J. W. Evans* 35

A Suggestion to Help Solve the Problems of International Advertising.

Calendar of Coming Events

January 3-8—Highway Transportation Show of the Motor Truck Association of America, New York.

January 7—General Conference, Advertising Managers' Council, Motor and Accessory Manufacturers' Association, New York.

January 8-13—Annual Meeting, Cycle Trades of America, Hotel Astor, New York.

January 8-15—Twenty-first National Automobile Show, Grand Central Palace, New York.

January 8-15—First Annual Export Automobile Show, Hotel Majestic, New York.

January 17-21—Fourteenth Annual Convention, National Canners' Association, Atlantic City, N. J.

January 29-Feb. 5—Annual Automobile Show, Chicago.

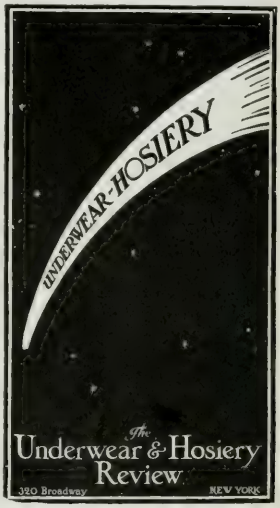
February 7-12—International Silk Show, Grand Central Palace, New York.

February 16-17—Annual Convention, Retail Clothiers & Furnishers Association of the State of New York, Rochester, N. Y.

and persons who are not prospects. The profits these lists would yield to publishers and advertisers are in direct ratio to the amount of thought and correctness used in their compilation and maintenance; and for this reason compilation and maintenance ought to be done in the Dutch East Indies with the utmost care.

Mr. Prins adds that no subscription fee or postage should be charged up to the addresses in the first year, but in the course of that year the government representative should secure a complete and correct list of all the subscribers, hand each publisher his contingent in this list and then transfer his duties and information to a sales agent who could be placed on a commission basis.

Publishing companies and American corporations might give these suggestions a trial. The Government, eager to push foreign trade, might also take a hand.



The WOMAN'S VIEWPOINT
backed by a long experience in all branches of ADVERTISING
Does YOUR advertising need it?
MINNA HALL SIMMONS
15 West 38th St. :: :: New York City
Room 1205 Phone FitzRoy 5596
SERVICE COPY BOOKLETS

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting. Catalogs, Booklets, Circulars, Letters, Office Systems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months $1.00; 1 year $2.00.
POSTAGE · 18 East 18th St., New York City

"GIBBONS KNOWS CANADA"
MONTREAL TORONTO WINNIPEG



PRINTABILITY— A Modern Problem

PEN and ink has come back into its own again—because of an era of poor paper and poor printing. Yet this graceful, plastic medium was ever popular with the public. Some of the greatest artists of all times have worked in no other way.

Magazines and newspapers are not printed as well as they were; conditions, unavoidable perhaps, bring about many a half-tone hazard. Line plates from pen and ink originals ask no favors of paper, ink or printing press—they are fool-proof.

But this medium is adaptable for advertising purposes only when technique and a high degree of artistic skill are combined. Mr. John Richard Flannagan, of our staff, a specialist in costume, period and wide-world-over subjects, is much sought after by magazine art editors and book publishers. At a time when printability is a vital problem, we recommend the genius of this really great master of pen and ink.

It will prove profitable to you to send for the free envelope of pen and ink techniques by Mr. Flannagan and other members of our staff.



The ETHRIDGE ASSOCIATION of ARTISTS

New York Studios - 25 East 26th Street Chicago Studios - 140 N. Dearborn Street

"Eighteen Years in Business"

Certified Circulations

Some Mediums in Several Classes Whose Audits are Made by the

AUDIT BUREAU OF CIRCULATION

CLASS TRADE AND TECHNICAL

THE AMERICAN ARCHITECT, Member A. B. P. Inc. New York

The weekly business newspaper of the architectural profession subscribed to at $10.00 per year by practically every worthwhile architect. Published every week since 1876.

AMERICAN EXPORTER, New York

The world's largest export journal. Carries 1,400 continuous advertisers. Circulates every month through English, Spanish, Portuguese and French editions among leading firms abroad that buy American manufactured goods. Member Associated Business Papers, Inc.

THE ARCHITECTURAL RECORD, New York

National professional monthly established 1891. Average net paid circulation exceeds 9,500. Member Associated Business Papers, Inc.

AUTOMOTIVE INDUSTRIES, New York

The only journal dealing with engineering and industrial problems in the third largest industry. Published weekly. Subscribed to by manufacturers, engineers and other industrial officials, allied industries, foreign manufacturers, etc. Net paid circulation 8,519. Member Associated Business Papers, Inc.

BAKERS WEEKLY, New York City

Leading paper in the baking industry. Member A. B. C. and Associated Business Papers, Inc.

BOOT AND SHOE RECORDER, Boston

"The Great National Shoe Weekly." The indispensable adviser on shoe styles and shoe merchandising of the best-rated retail shoe merchants in this country. Circulation 10,000 copies weekly. First choice of the advertiser of shoes, leathers or shoe-store goods. Member Associated Business Papers, Inc.

BUILDING AGE, New York

Established 1879. Published monthly. Subscribed to by the men who do the building construction of the country. Circulation almost exclusively among those who purchase materials as well as tools.

THE DRY GOODS ECONOMIST, New York

The Dry Goods Economist, a national dry goods weekly for retailers and jobbers, is the accepted authority of the dry goods trade. Eight issues of each year are World Wide numbers with over three thousand added foreign circulation. Type page 8¼x12½. Published Saturdays—forms close Wednesday preceding. Member of the Associated Business Papers, Inc. The Dry Goods Economist, 231 West 39th Street, New York City.

EXPORT AMER. INDUSTRIES, New York

Monthly English, French, Spanish and Portuguese editions reaching foreign business men interested in the United States as a source of supply for their industrial and mercantile requirements. Official International Organ of the Nat. Assn. of Mfrs. 60,000 circulation guaranteed.

THE GAS RECORD, Chicago

Semi-Monthly. Edited by practical gas men. Reaches builders and operators of artificial and natural gas plants, and makers and sellers of gas-consuming appliances. Member A. B. C. and A. B. P. Eastern office, 56 W. 45th St., New York. Telephone, Vanderbilt 3695.

HARDWARE AGE, New York City

Iron Age Publishing Company, 239 West 39th Street, New York City; established 1855; published weekly on Thursdays; forms close ten days preceding; type page, 7x10; one time rate, $145; 52 pages a year, $96; subscription price, $3.00; charter member A. B. C. and A. B. P. The national market report paper of the hardware industry and for 65 years an inspiration to better hardware merchandising, anticipating the changes, recording the achievements and cooperating in the success of hardware merchants from the Atlantic area to the Pacific coast. Read on paid subscription, as a business service, by practically every worthwhile hardware retailer and wholesaler, North, South, East and West, as well as their traveling salesmen, retail clerks, department managers, etc. Branch offices: Chicago, Boston, Philadelphia, Cleveland, Pittsburgh, and San Francisco.

THE IRON AGE, New York

"The World's Greatest Industrial Paper," established 1855; published every Thursday; forms close eight days preceding; type page, 6⅞x11"; one-time page rate, $128; 52 pages a year, $100; subscription price, $6; charter member, A. B. C. and A. B. P. The *Iron Age* serves buyers and sellers in the machinery, automotive, shipbuilding, railroad, farm implement, foundry, iron, steel and other metal-working industries. Its circulation is world-wide and is composed almost entirely of manufacturing plants. Its readers therein are the executives charged with the problems of management involved in purchase, production, costs and sales. Branch offices in Chicago, Pittsburgh, Boston, Philadelphia, Cleveland, Cincinnati, Washington and San Francisco.

MARINE ENGINEERING, New York

Guarantees more paid individual subscribers among shipbuilding companies and their officials, also among steamship and steamboat companies and their officials, than all other marine publications in the country combined. Member Associated Business Papers, Inc.

MERCHANTS' TRADE JOURNAL, Des Moines, Chicago, New York, Boston

Published monthly—subscription price $3.00 per year. Sworn, paid national circulation among retail merchants, exceeds 24,000 (rate based on 16,000). Maintains trade investigation bureau.

MOTOR AGE, Chicago

The Weekly News and Service Magazine of the Automotive Trade. Editorially it is devoted to the interests of the automotive trade as a dealers' paper specializing in service and maintenance problems. Circulation over 35,000, of which at least 70 per cent are dealers in cars, trucks and tractors or operate Garages, Service Stations, Repairshops, etc. Member A. B. C. and A. B. P.

MOTOR WORLD, New York

Subscribed for and read by the big percentage of dealers, jobbers and garage owners who study merchandising and are interested in the profit side of their business. Net paid circulation in excess of 22,000 per week. Member Associated Business Papers, Inc.

THE RETAIL LUMBERMAN, Kansas City, Mo.

The dominant trade paper in the retail lumber and building material field. It furnishes lumber dealers with building, advertising and sales service, and is a high-class advertising medium. Total net paid circulation in excess of 5,000. Ask for statement. Member Associated Business Papers, Inc.

SHOE AND LEATHER REPORTER, Boston

For 63 years the most influential and intensive paper in an industry rated as fourth in the country's business. During 1919, the REPORTER carried 4,000 pages of paid advertising, which is 454 more pages than its chief contemporary. Published each Thursday. World-wide circulation at $6 a year. Member Associated Business Papers, Inc. Ask for A. B. C. Report.

THE SHOE RETAILER,

with which is consolidated THE SHOEMAN and Boots & Shoes Weekly; circulates exclusively in the retail shoe field, in well-rated stores and departments among those who are interested in matter of style, trade situation and store management. Members of A. B. C. and Associated Business Press.

TEXTILE WORLD JOURNAL, New York

The Dominating publication of the textile industries. Its readers are mill men who control purchasing of supplies for this country's second largest industry. Over 750 industrial advertisers using space under yearly contracts. Member Associated Business Papers, Inc. One Time Page rate, $100.

AGRICULTURAL

NATIONAL STOCKMAN & FARMER, Pittsburgh, Pa.

"130,000 guaranteed. Covers Ohio, Pennsylvania, West Virginia. $1.00 per year cash. It does not believe in the advertisers bearing all the expenses of a publication."

MAGAZINES

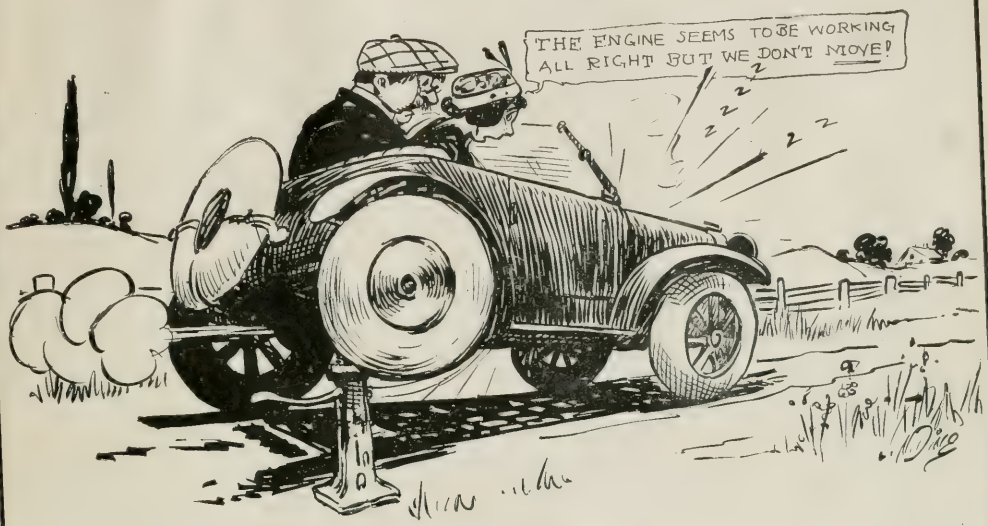
THE MODERN PRISCILLA,

A magazine designed for thrifty womankind. Devoted to the three important topics of Needlework, Clothes and Housekeeping. A practical magazine for practical women. 97% of its readers are housekeepers; 83% are mothers. Over 90% of its readers keep back numbers indefinitely for reference. Rate $4.00 per line.

NEWSPAPERS

THE COURIER NEWS, Fargo, N. Dak.

Published in the heart of the famous Red River Valley wheat growing section, has the largest circulation of any daily newspaper in the state. Advertising rates 4 cents a line. Government wheat guarantee makes North Dakota the best field for advertisers in the nation this year.



GET DOWN TO EARTH

If you want to make progress in an automobile or in an advertising campaign you must have all four wheels on the ground.

If you will make use of the service Successful Farming has to offer you will be carried swiftly and surely to the very heart of the farm market in the great food producing heart of the country.

Add the buying power of more than 800,000 farm families served by Successful Farming to your present market, and see your percentage of profits increase with the same overhead.

SUCCESSFUL FARMING

E. T. MEREDITH, Publisher
Des Moines, Iowa

T. W. LeQUATTE
Advertising Manager

The only American Newspaper with a Million Circulation!

The net paid circulation of the

New York American

Sunday, December 19, at 10 cents, was

1,047,549

Almost Twice the Circulation at Twice the Price!

In round figures the Sunday New York American has almost twice the circulation of any of the other four New York Sunday newspapers. The Sunday New York American sells everywhere for 10 cents. The selling price of every other New York Sunday newspaper in the local territory is 5 cents.

And this year, selling at 10 cents a copy, the Sunday New York American has more circulation than it had last year, when it, too, sold for only five cents a copy